

Tucson, Arizona

TRANSPORTATION



DOWNTOWN



GROWTH



GOOD
GOVERNMENT

ECONOMIC DEVELOPMENT



NEIGHBORHOODS

Adopted Biennial Budget Operating Detail Fiscal Years 2003 & 2004 Volume II



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Elected & Official

TRANSPORTATION



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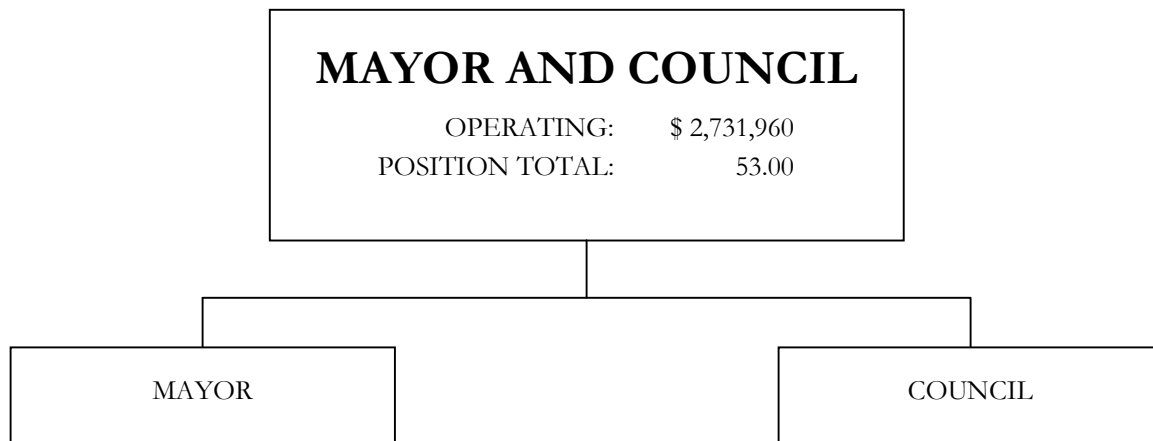
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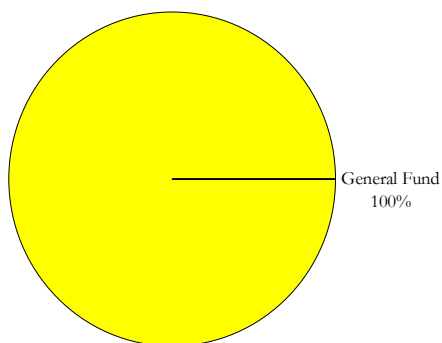


NEIGHBORHOODS

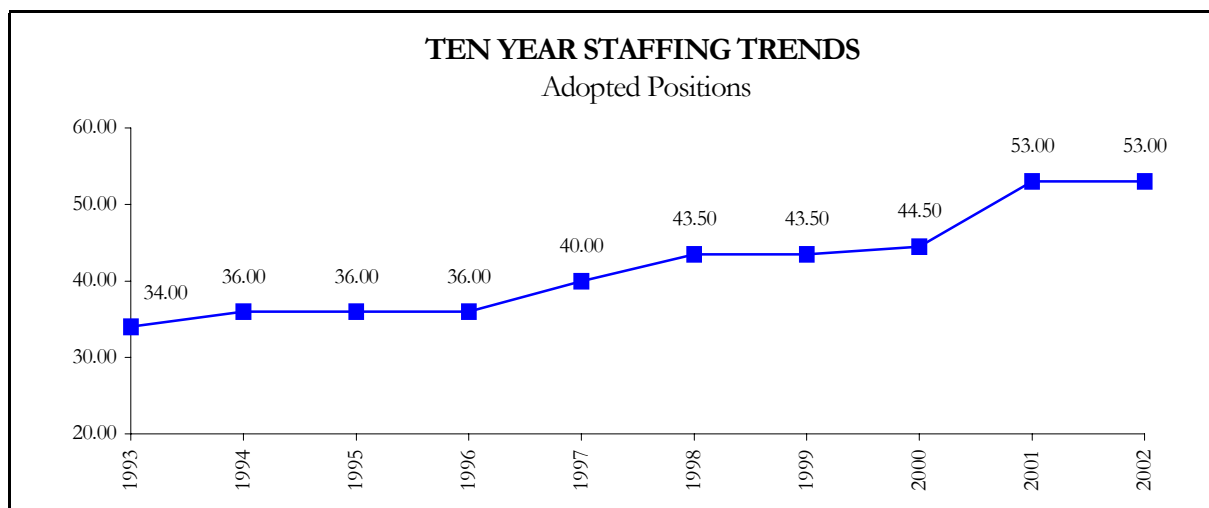
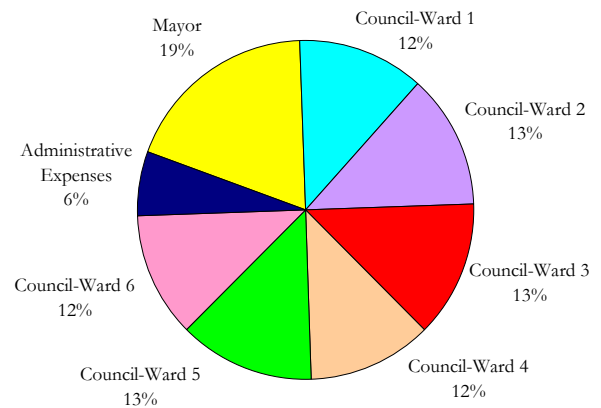




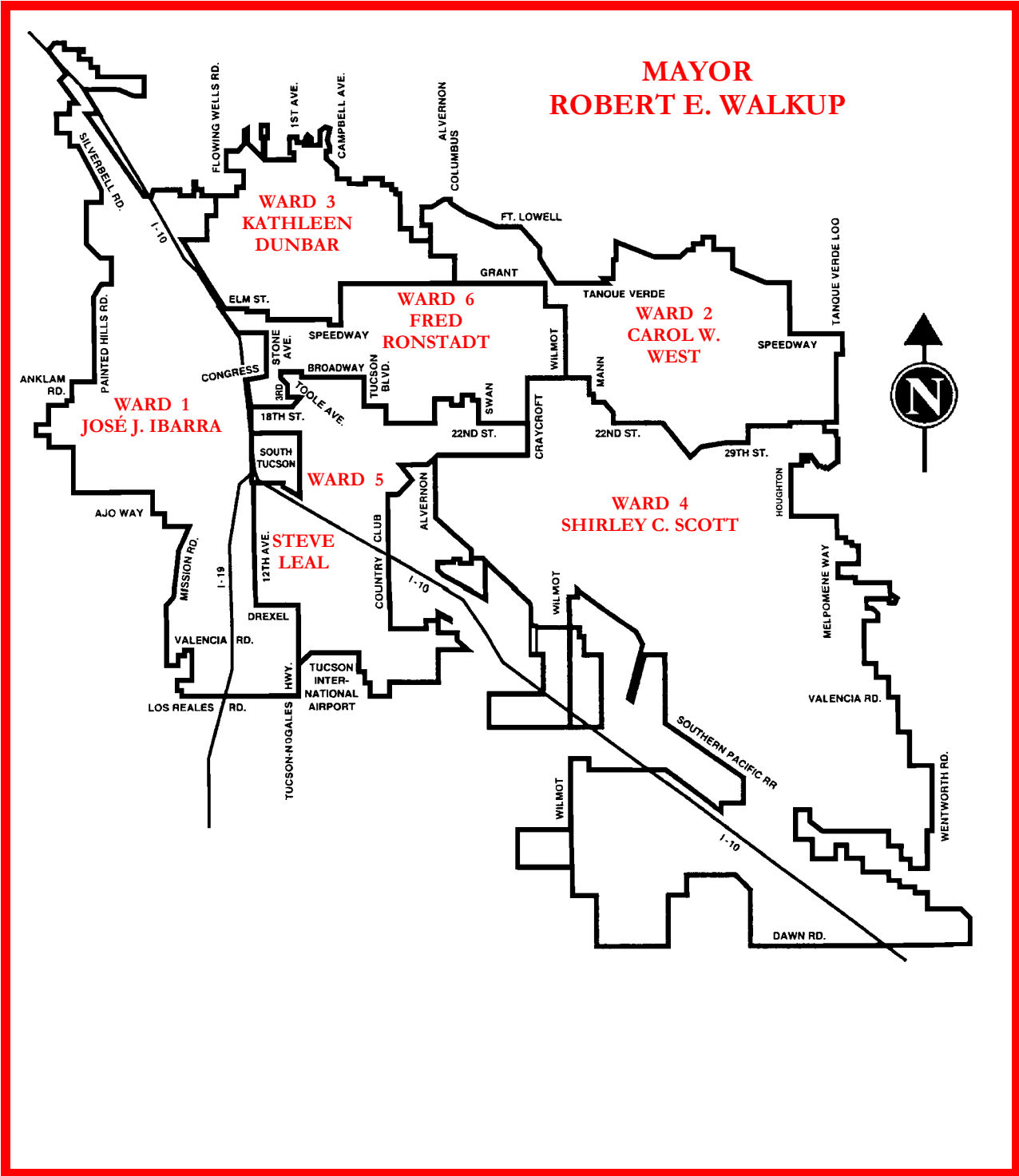
FINANCING PLAN



PROGRAM ALLOCATION



**CITY OF TUCSON
WARD MAP**



MAYOR AND COUNCIL

MISSION STATEMENT: To establish public policy and develop programs as mandated by the Tucson City Charter, represent community interests, and work with city management to effectively meet the community's current and long-term needs.

OVERVIEW

Tucson is a charter city with a council-manager form of government. The legislative body is comprised of an elected mayor and six council members who establish legislative policies. These policies are carried out by a city manager who is appointed by the Mayor and Council. The Mayor and Council also appoint a city attorney, a city clerk, and city magistrates.

The city is geographically divided into six wards. Each ward contains about 84,667 citizens who are represented by one council member. The mayor is elected at-large from the city. The Mayor's Office is located in City Hall. Council members are nominated by ward and elected at-large. Each council member has an office in the ward they represent.

MAYOR AND COUNCIL PHONE NUMBERS AND LOCATIONS

		Address	Phone Number
Mayor	Robert E. Walkup	255 West Alameda	791-4201
Ward 1	José J. Ibarra	940 West Alameda	791-4040
Ward 2	Carol W. West	7575 East Speedway	791-4687
Ward 3	Kathleen Dunbar	1510 East Grant Road	791-4711
Ward 4	Shirley C. Scott	8123 East Poinciana	791-3199
Ward 5	Steve Leal	4300 South Park Avenue	791-4231
Ward 6	Fred Ronstadt	2205 East Speedway	791-4601

The Mayor and Council deliberate and set policy at meetings held on Mondays (and special meetings as designated). Public notification of meeting dates, times, and locations are provided in accordance with the State of Arizona's Open Public Meetings Law. The agendas for meetings, as well as reference documents and proposed ordinances and resolutions, are available for public review prior to each meeting at the Office of the City Clerk, in the lobby of City Hall (255 West Alameda), and at the Government Reference Desk in the Main Library (101 North Stone Avenue). Live television coverage of Monday meetings is cablecast on Channel 12. In addition, replays of the meetings are also cablecast on Channel 12 following the Monday meetings. Information on the mayor, each council member, and past and current agendas is available on the city's Web site, (<http://www.cityoftucson.org>).

There are two agendas for each council meeting: the study session agenda and the regular meeting agenda. The study session agenda provides a forum for the Mayor and Council to ask staff questions, to discuss aspects of issues facing the city, and to provide direction to staff. The regular session agenda allows the Mayor and Council to consider and enact ordinances and resolutions. Ordinances, when approved by the Mayor and Council, become the laws of the city. Routine items of business are scheduled under the heading of Consent Agenda. This agenda allows a number of regular business items to be approved by a single vote of the Mayor and Council.

MAYOR AND COUNCIL

Overview (Continued)

The Mayor and Council frequently schedule public hearings on topics of interest in order to ascertain community perspectives. Interested persons are invited to attend and offer comments. Additionally, during "Call to the Audience" on the Regular Agenda, the public is invited to speak to the Mayor and Council on any topic.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Mayor	9.50	9.50	9.50	9.50	9.50
Council-General Administration*	1.50	1.50	1.50	-0-	-0-
Council-Ward 1	7.00	7.00	7.00	7.00	7.00
Council-Ward 2	7.00	7.00	7.00	7.00	7.00
Council-Ward 3	7.00	7.00	7.00	7.00	7.00
Council-Ward 4	7.00	7.00	7.00	7.00	7.00
Council-Ward 5	7.00	7.00	7.00	7.00	7.00
Council-Ward 6	7.00	7.00	7.00	7.00	7.00
Administrative Expenses*	-0-	-0-	-0-	1.50	1.50
Department Total	53.00	53.00	53.00	53.00	53.00

FINANCIAL SUMMARY

Mayor	\$ 497,787	\$ 483,880	\$ 459,940	\$ 515,780	\$ 539,960
Elected Officials Pension-Former Mayors*	11,600	11,540	11,540	-0-	-0-
Council-General Administration*	142,510	114,290	99,740	-0-	-0-
Council-Ward 1	317,043	302,690	290,000	333,960	350,630
Council-Ward 2	292,353	314,030	288,240	353,080	370,350
Council-Ward 3	325,195	310,530	271,240	349,910	367,980
Council-Ward 4	298,401	313,270	304,880	342,300	358,900
Council-Ward 5	316,265	311,710	311,710	343,380	360,330
Council-Ward 6	335,534	306,620	302,740	337,780	353,920
Elected Officials Pension-Former Council Members*	12,320	12,260	12,260	-0-	-0-
Administrative Expenses*	-0-	-0-	-0-	155,770	160,050
Department Total	\$ 2,549,008	\$ 2,480,820	\$ 2,352,290	\$ 2,731,960	\$ 2,862,120

*For Fiscal Year 2003, the administrative functions of Elected Officials Pension-Former Mayors, Council-General Administration, and Elected Officials Pension-Former Council Members have been combined and retitled to Administrative Expenses.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 2,189,525	\$ 2,595,180	\$ 2,184,150	\$ 2,550,510	\$ 2,680,670
Services	294,692	158,370	145,370	160,170	160,170
Commodities	59,695	61,770	59,770	58,280	58,280
Equipment	55,649	-0-	-0-	-0-	-0-
Other	-0-	(297,500)	-0-	-0-	-0-
Inter-Activity Transfers	(50,553)	(37,000)	(37,000)	(37,000)	(37,000)
Department Total	\$ 2,549,008	\$ 2,480,820	\$ 2,352,290	\$ 2,731,960	\$ 2,862,120

SOURCE OF FUNDS

General Fund	\$ 2,549,008	\$ 2,480,820	\$ 2,352,290	\$ 2,731,960	\$ 2,862,120
Department Total	\$ 2,549,008	\$ 2,480,820	\$ 2,352,290	\$ 2,731,960	\$ 2,862,120

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$2,731,960 reflects an increase of \$251,140 from the Fiscal Year 2002 Adopted Budget. This increase provides for annual merits and pay adjustments as well as increases in pension and medical insurance rates.

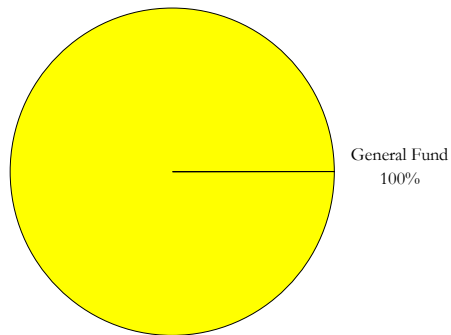
Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,862,120 includes an increase of \$130,160 from Fiscal Year 2003 primarily for pay adjustments and rate increases for fringe benefits.

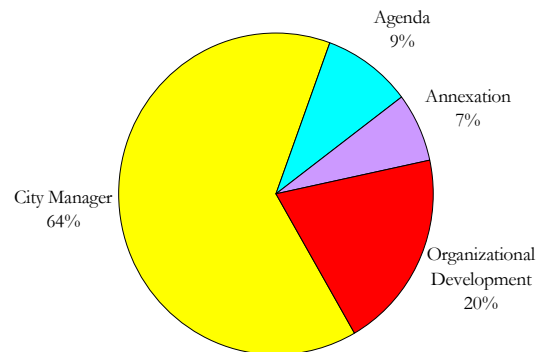
CITY MANAGER

OPERATING: \$ 2,194,810
POSITION TOTAL: 22.25

FINANCING PLAN

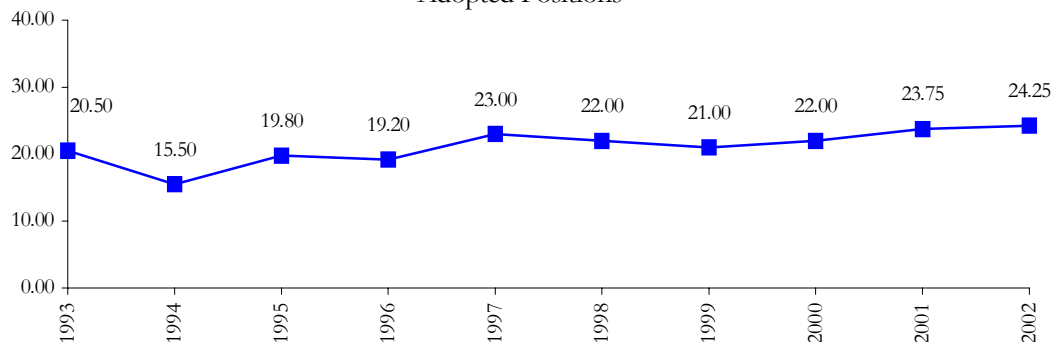


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions*



*For comparative purposes, combined staffing levels reflect Grants Office staff and a Community Relations Administrator transferred into the City Manager budget during Fiscal Year 2002.

CITY MANAGER

MISSION STATEMENT: To provide leadership in effectively implementing the legislative policy of the Mayor and Council; lead the development and administration of strategic plans, organizational work plans, and special programs that are aligned with priorities established by the governing body and the community; formulate and oversee the fiscal plans that allocate current and future resources in accordance with Mayor and Council direction; and systematically monitor and report on performance and progress to ensure accountability and to attain desired outcomes.

OVERVIEW

The City Manager budget includes four units: City Manager, Agenda, Annexation, and Organizational Development (which includes Grants Office and Strategic Planning resources). In addition, the City Manager retains hiring authority for and the reporting responsibility over other units that, prior to Fiscal Year 2002, were included in the City Manager budget. The following units are now budgetarily distinct: Environmental Management, Equal Opportunity Office, Historic Preservation Office, Independent Police Auditor, Intergovernmental Relations, Office of Economic Development, Tucson-Mexico Trade Office, and Zoning Examiner. Oversight of the Rio Nuevo Project is also provided by the City Manager. Two other units formerly under the City Manager's hiring authority have been separated out. The Department of Neighborhood Resources was established during Fiscal Year 2002 as an expansion in focus and responsibilities of the former Citizen and Neighborhood Resources unit of the City Manager. The Community Relations unit has been reorganized and most of its functions have become part of the Information Technology Department.

The city manager is aided in carrying out the responsibilities of the office by the deputy city manager, three assistant city managers, and the chief information officer, who also serves as the director of information technology.

DEPARTMENT HIGHLIGHTS

A series of forty-three Employee Town Halls was held in the summer and fall of 2001 that provided our workforce the opportunity of one-on-one communication with the City Manager and the Deputy City Manager to provide feedback on the working environment and ideas and suggestions to improve the workplace and the community. In an effort to improve communications with city employees, the City Manager is publishing a bi-weekly newsletter that provides information from the City Manager's perspective on current issues and city projects.

A comprehensive citywide survey was conducted during 2001 to assess residents' perceptions of city service delivery and quality of life in Tucson. The survey provided valuable information that will be used to make improvements to city services. It also provided a benchmark for where we stand today, an important prelude to planning effectively for the future. The survey was conducted for little cost as part of a national pilot project through the International City/County Management Association (ICMA) to develop a standard citizen survey.

The City Manager and Mayor and Council held several strategic planning sessions during Fiscal Year 2002. The result of these sessions was the adoption of a City Strategic Plan. The plan identifies six focus areas for the City of Tucson: Growth, Downtown, Transportation, Neighborhoods, Economic Development, and Good Government. These are areas where resources and projects will be directed over the next year so that they produce significant results.

The City Manager has placed a high priority on leadership development and better communication among city management. The city's four Service Teams (Neighborhood Services, Environment and Development, Strategic Initiatives, and Support Services) meet regularly to share information, discuss strategy, and identify ways to improve coordination across departments. The city's Executive Leadership Team and Management Team also meet regularly to discuss organizational strategy, citywide projects, coordination of efforts, and ways to improve the city organization.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
City Manager	12.00	13.50	13.50	13.25	13.25
Agenda	3.00	3.00	3.00	3.00	3.00
Annexation	6.00	2.00	2.00	2.00	2.00
Organizational Development*	-0-	1.00	1.00	4.00	4.00
Grants Office*	2.00	2.00	2.00	-0-	-0-
Strategic Planning*	-0-	2.00	2.00	-0-	-0-
Permanent Total	23.00	23.50	23.50	22.25	22.25
NON-PERMANENT					
Grants Office*	0.75	0.75	0.75	-0-	-0-
Non-Permanent Total	0.75	0.75	0.75	-0-	-0-
Department Total	23.75	24.25	24.25	22.25	22.25

FINANCIAL SUMMARY

City Manager	\$ 974,338	\$ 1,266,620	\$ 1,272,600	\$ 1,401,770	\$ 1,461,130
Agenda	219,175	221,100	221,100	202,030	211,630
Annexation	373,146	167,490	167,490	151,590	157,270
Organizational Development*	-0-	194,890	194,890	439,420	449,170
Grants Office*	132,070	164,130	139,130	-0-	-0-
Strategic Planning*	-0-	159,710	161,290	-0-	-0-
Youth and Family Services**	2,011,277	2,100,000	1,990,000	-0-	-0-
Department Total	\$ 3,710,006	\$ 4,273,940	\$ 4,146,500	\$ 2,194,810	\$ 2,279,200

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,442,718	\$ 1,896,830	\$ 1,864,560	\$ 2,064,490	\$ 2,157,200
Services	153,419	207,100	202,130	193,920	186,630
Commodities	102,392	104,930	102,730	44,400	43,370
Equipment	13,469	-0-	-0-	-0-	-0-
Other	2,011,277	(22,000)	-0-	-0-	-0-
Inter-Activity Transfers	(13,269)	2,087,080	1,977,080	(108,000)	(108,000)
Department Total	\$ 3,710,006	\$ 4,273,940	\$ 4,146,500	\$ 2,194,810	\$ 2,279,200

*The Grants Office and Strategic Planning have been combined with Organizational Development for Fiscal Years 2003 and 2004. The Grants Office was budgeted as a separate entity under the Support Services Group for Fiscal Year 2002; however, for comparative purposes, prior expenditures and budgets are shown here. In Fiscal Year 2001, Strategic Planning was budgeted in the Budget and Research Department and Organizational Development was budgeted in the Human Resources Department. Both were included as separate units of the City Manager in Fiscal Year 2002.

**Youth and Family Services funds have been transferred to the Neighborhood Resources, Community Services, Library, and Parks and Recreation Departments for Fiscal Years 2003 and 2004.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 3,710,006	\$ 4,173,940	\$ 4,146,500	\$ 2,183,310	\$ 2,279,200
General Fund - Restricted	-0-	-0-	-0-	11,500	-0-
Miscellaneous Non-Federal Grants	-0-	100,000	-0-	-0-	-0-
Department Total	\$ 3,710,006	\$ 4,273,940	\$ 4,146,500	\$ 2,194,810	\$ 2,279,200

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$2,194,810 reflects a decrease of \$2,079,130 from the Fiscal Year 2002 Adopted Budget. The budget includes a net reduction of two positions. The significant changes to expenditures are as follows:

- ◆ Youth and Family Services funding was transferred to the Neighborhood Resources, Community Services, Library, and Parks and Recreation Departments and grant capacity for youth programs was eliminated.
- ◆ Through reorganization, a director of communications has been added, and a secretary, a senior management analyst, and a public information specialist eliminated.
- ◆ Two City Manager positions are currently assigned to work in other departments. A community relations administrator and a special projects coordinator-city manager's office are assigned to the Department of Neighborhood Resources.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,279,200 includes an increase of \$84,390 from Fiscal Year 2003 primarily due to personnel cost increases.

CITY MANAGER

MISSION STATEMENT: The City Manager provides leadership and administration for the operation of the city government, in support of direction given by the Mayor and Council, and in response to community needs, employing proven public management practices and innovative methods to achieve results.

SUPPORT FOR LIVABLE TUCSON GOALS

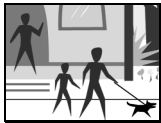


Goal: *Engaged Community and Responsive Government*

The City Manager serves as a focal point for communication and coordination to ensure alignment of Mayor and Council policies and priorities, organizational efforts, and citizen needs. Interactive support and assistance is provided by the City Manager at the weekly Mayor and Council sessions, through strategic planning meetings, individual meetings, and written communications. The City Manager leads the efforts of city department directors and managers to ensure that programs and services effectively support Mayor and Council policies and priorities through Service Teams and Work Plans.

By interacting directly with community members on a regular and systematic basis, the City Manager connects municipal government services to citizen needs. This interaction is via responses to specific inquiries, attendance at public meetings and events, through the International City/County Management Association (ICMA) citizen survey, and by issuing reports on the progress of city efforts.

The City Manager also uses the 17 Livable Tucson Goals to help set policy and guide city services (see Volume I, Section B).



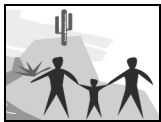
Goal: *People-Oriented Neighborhoods*

The City Manager oversees the coordination and cross-departmental implementation of the General Plan that encourages human scale neighborhoods.



Goal: *Efficient Use of Natural Resources*

The City Manager oversees the coordination and cross-departmental implementation of the General Plan that encourages more effective design to conserve water and energy.



Goal: *Protected Natural Desert Environment*

The City Manager oversees the coordination and cross-departmental implementation of the General Plan that encourages preservation of open space. The City Manager also provides leadership and guidance to the city's stewardship of the A-7 Ranch.



Goal: *Successful Downtown*

The City Manager provides leadership and guidance to city programs, and improvement efforts focused on downtown. City staff supports the Rio Nuevo Project under the direction of the City Manager.

City Manager (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Prepare for and participate in all Mayor and Council Study Sessions, Regular Meetings, and Special Meetings, ensuring accurate communication and effective support for deliberations and setting policy.					
• Number of regularly scheduled meetings	36	43	36	36	36
• Number of special meetings	8	12	8	6	6
• Total Mayor and Council documents reviewed and officially signed by the City Manager in advance of meetings	1,176	1,380	1,080	1,110	1,110
• Special strategic sessions held with Mayor and Council	N/A	N/A	7	8	8
Develop and administer a bilingual citizen survey to a statistically valid sample to gather data about priorities and satisfaction with city services.					
• Number of community characteristics about which data is gathered	N/A	10	10	10	10
• Number of city service areas for which citizen satisfaction data is gathered	N/A	30	30	30	30
Direct the development of the city strategic plan which identifies Mayor and Council focus areas; direct the development of department work plans including key projects in line with each of the focus areas; and track performance on these projects.					
• Number of focus areas established	N/A	N/A	6	6	6
• Number of key projects tracked	N/A	N/A	100	100	100
• Number of reports issued updating Mayor and Council on progress in the focus areas	N/A	N/A	N/A	4	4
Hold town hall meetings with city employees to increase one-on-one communication and gather input on how to improve the City of Tucson; produce a report on the major themes.					
• Number of town halls held	N/A	N/A	43	16	16
• Number of employees participating	N/A	N/A	1,300	450	500

City Manager (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Increase the overall citizen survey ratings of city services over the benchmark Fiscal Year 2001 results.					
• Percent increase of citizen satisfaction	N/A	N/A	N/A	5%	5%

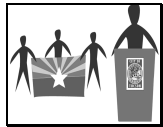
RESOURCE SUMMARY

Position Resources	12.00	13.50	13.50	13.25	13.25
Financial Resources					
General Fund	\$ 974,338	\$ 1,266,620	\$ 1,272,600	\$ 1,401,770	\$ 1,461,130

AGENDA

MISSION STATEMENT: Agenda schedules and distributes material to be reviewed by the Mayor and Council during council meetings and monitors follow-up action by city staff.

SUPPORT FOR LIVABLE TUCSON GOALS

**Goal: Engaged Community and Responsive Government**

Agenda works closely with the Mayor and Council; city departments; other governmental entities, and the general public to ensure that issues, concerns, and emergencies are scheduled and publicized in a timely manner for consideration by the governing body.

KEY MEASURES OF PERFORMANCE

Key Outputs

Develop and establish the annual Mayor and Council meeting calendar and schedule all special meetings requested in accordance with the City Charter.

• Number of regularly scheduled meetings	36	43	36	36	36
• Number of special meetings	8	12	8	6	6
Track all actions requested or direction given by Mayor and Council to ensure timely completion by all city departments and offices.	665	690	675	680	680

Agenda (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Compile and review Mayor and Council Memoranda, Communications, and related documents, and ensure the timely delivery of complete and accurate agenda packets.					
• Number of documents compiled for Regular Agenda	689	670	630	650	650
• Number of documents compiled for Study Session	487	710	450	460	460

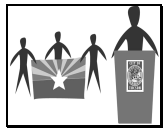
RESOURCE SUMMARY

Position Resources	3.00	3.00	3.00	3.00	3.00
Financial Resources					
General Fund	\$ 219,175	\$ 221,100	\$ 221,100	\$ 202,030	\$ 211,630

ANNEXATION

MISSION STATEMENT: Annexation advances Mayor and Council policies and objectives as they relate to expanding the corporate boundaries of the city, dealing with issues of incorporation, economic development, and self-determination.

SUPPORT FOR LIVABLE TUCSON GOALS

**Goal: Engaged Community and Responsive Government**

The annexation process brings additional neighborhoods into the city and provides citizens with the opportunity for ongoing cooperation with their neighborhood and the local government.

KEY MEASURES OF PERFORMANCE

Key Outcomes

Increase the assessed value of the City of Tucson through annexations.

• Amount of assessed valuation in annexed areas (\$000s)	\$ 3,867	\$ 35,000	\$ 7,309	\$ 45,984	\$ 16,876
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Increase the City of Tucson's population through annexations.

• Population of annexed areas	48	958	-0-	1,827	2,370
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Annexation (Continued)

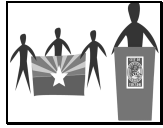
RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	6.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 373,146	\$ 167,490	\$ 167,490	\$ 151,590	\$ 157,270

ORGANIZATIONAL DEVELOPMENT

MISSION STATEMENT: Organizational Development is a team dedicated to making the City of Tucson successfully positioned for the future by providing consultation and support services to city management and department staff on key organizational issues. Efforts are focused on opportunities, which includes strategic planning, performance management, process improvement, leadership and team development, and strategic support for grant activity and for improved service delivery to the community.

SUPPORT FOR LIVABLE TUCSON GOALS

**Goal: Engaged Community and Responsive Government**

Organizational Development (OD) develops improvement efforts and conducts research and analysis aimed at increasing the responsiveness of government. OD is involved in efforts such as the City Strategic Plan and the citywide resident survey that are designed to gather citizen, elected officials, and city employee input used to shape city services.

KEY MEASURES OF PERFORMANCE

Key Outputs

Assist departments in identifying and applying for competitive grants.

• Total number of grants applications	50	75	70	80	85
• Dollar amount of grants applications, including multi-year grants (\$000s)	\$ 50,000	\$ 46,000	\$ 40,000	\$ 52,500	\$ 55,125

Key Outcomes

Contribute to making the City of Tucson a high-performing organization.

• Percent of recommendations made that are implemented	N/A	85%	85%	85%	85%
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Monitor the competitive grants awarded to the city.

• Total number of competitive grants awarded	30	50	45	38	48
• Dollar amount of grants awarded (\$000s)	\$ 30,000	\$ 45,000	\$ 40,000	\$ 38,000	\$ 48,000

Organizational Development (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide consultation, support, and training to executive leaders.					
• Number of learning hours per executive	32	32	32	30	30
• Number of networking and learning sessions provided for assistant directors	4	4	4	4	4

RESOURCE SUMMARY

Position Resources	-0-	1.00	1.00	4.00	4.00
Financial Resources					
General Fund	\$ -0-	\$ 194,890	\$ 194,890	\$ 439,420	\$ 449,170

GRANTS OFFICE***RESOURCE SUMMARY**

Position Resources	2.75	2.75	2.75	-0-	-0-
Financial Resources					
General Fund	\$ 132,070	\$ 164,130	\$ 139,130	\$ -0-	\$ -0-

STRATEGIC PLANNING***RESOURCE SUMMARY**

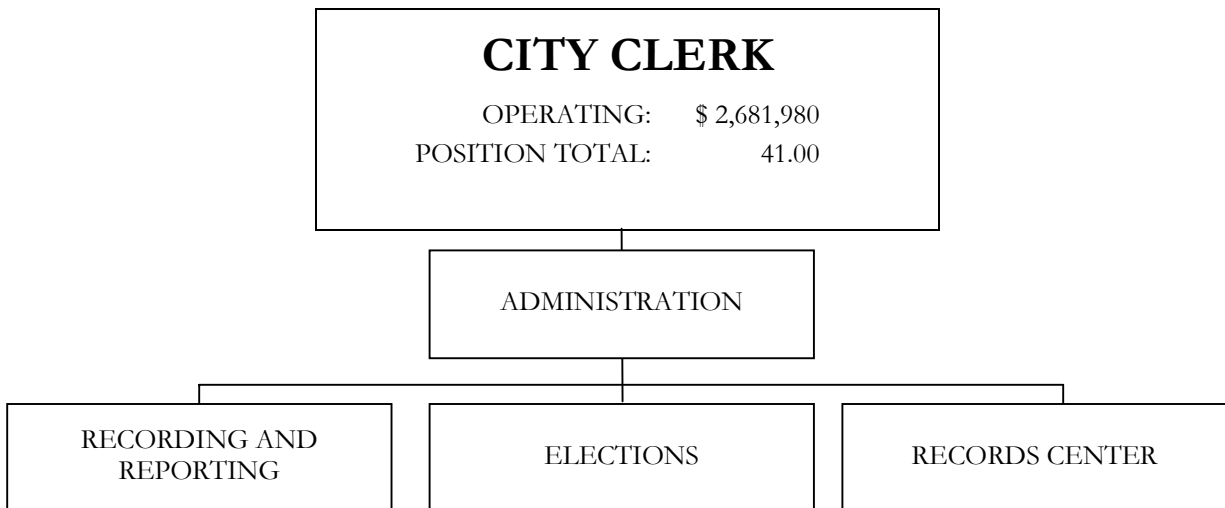
Position Resources	-0-	2.00	2.00	-0-	-0-
Financial Resources					
General Fund	\$ -0-	\$ 159,710	\$ 161,290	\$ -0-	\$ -0-

*The Grants Office and Strategic Planning were absorbed into Organizational Development for Fiscal Years 2003 and 2004.

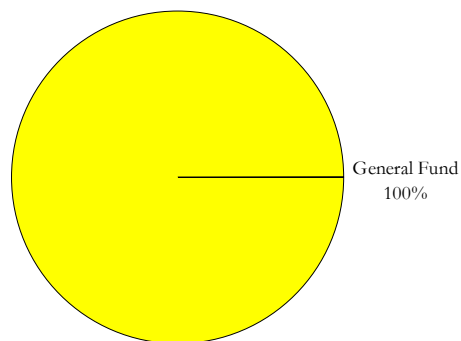
YOUTH AND FAMILY SERVICES***RESOURCE SUMMARY**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Financial Resources					
General Fund	\$ 2,011,277	\$ 2,000,000	\$ 1,990,000	\$ -0-	\$ -0-
Miscellaneous Non-Federal Grants	-0-	100,000	-0-	-0-	-0-
	<hr/>				
Financial Resources Total	\$ 2,011,277	\$ 2,100,000	\$ 1,990,000	\$ -0-	\$ -0-
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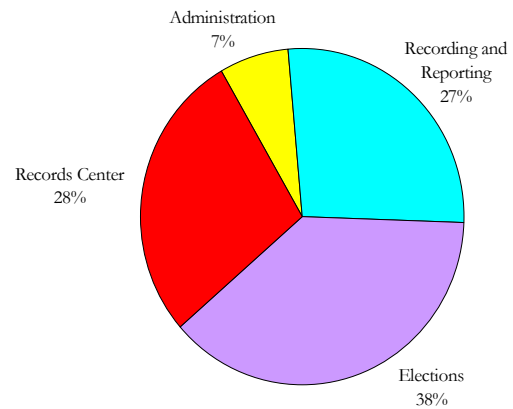
*Youth and Family Services funds have been transferred to the Neighborhood Resources, Community Services, Library, and Parks and Recreation Departments for Fiscal Years 2003 and 2004.



FINANCING PLAN

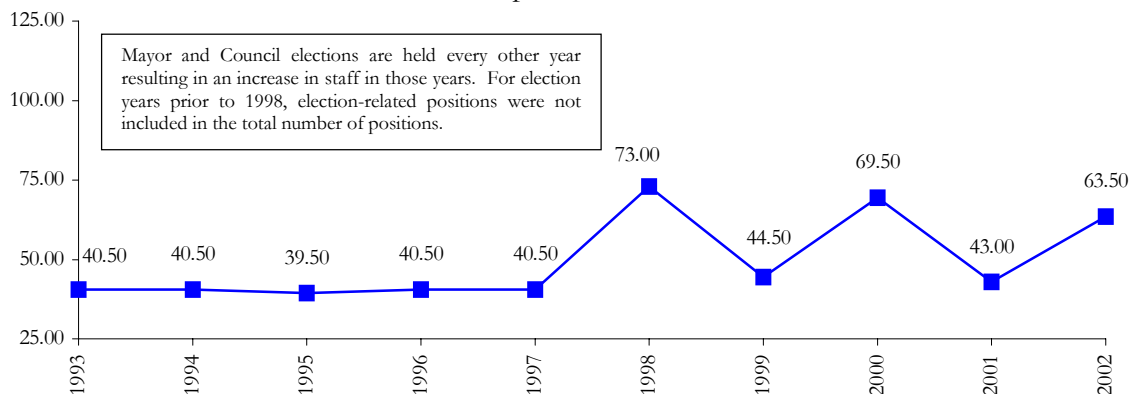


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



CITY CLERK

MISSION STATEMENT: To provide administrative, clerical, and logistical support to the Mayor and Council; maintain, store, and secure all documents necessary for the effective administration and operation of municipal government; conduct regular and special municipal elections in conformance with federal, state, and city laws and procedures; and administer the City of Tucson Campaign Finance Program.

OVERVIEW

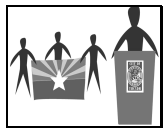
The City Clerk is responsible for providing administrative and logistical support to the Mayor and Council and the boards, commissions, and committees appointed by the governing authority. The City Clerk serves as the official scribe for the Mayor and Council; ensures that Open Meeting Law requirements are met by all public bodies of the city; acts as the official records keeper for city documents; conducts elections and administers the City Charter prescribed Campaign Finance Program. The City Clerk is appointed by the Mayor and Council. The divisions of the City Clerk are Administration, Recording and Reporting, Elections, and the Records Center.

Mayor and Council elections are held every other year, which results in a fluctuation in staffing and budget levels. Fiscal Year 2002 was an election year for Wards 3, 5, and 6. In Fiscal Year 2004, elections will be held for the Mayor and Wards 1, 2, and 4.

DEPARTMENT HIGHLIGHTS

Under the administration of the City Clerk's Office, the Human Relations Commission held the Martin Luther King Commemorative Dinner in January 2002. A scholarship of \$2,500 was awarded. The keynote speaker was Martin Luther King III, the son of the slain civil rights advocate.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The City Clerk works closely with both the public and city departments to provide timely notice regarding upcoming public meetings of the Mayor and Council and advisory bodies, including the administration of Open Meeting Laws. The City Clerk provides citizens with a means to interact with elected officials and convenient access for viewing and receiving copies of public records, including the Mayor and Council's Citizen Comment Line and the Records Management Program. The City Clerk ensures that the community is afforded a fair and accurate municipal election process.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	2.00	2.00	2.00	2.00	2.00
Recording and Reporting	12.50	12.50	12.50	12.50	12.50
Elections	8.00	8.00	8.00	8.00	8.00
Records Center	18.00	18.00	18.00	16.00	16.00
Permanent Total	40.50	40.50	40.50	38.50	38.50

CITY CLERK

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Summary (Continued)					
NON-PERMANENT					
Elections	2.50	23.00	23.00	2.50	23.00
Non-Permanent Total	2.50	23.00	23.00	2.50	23.00
Department Total	43.00	63.50	63.50	41.00	61.50

FINANCIAL SUMMARY

Administration	\$ 188,756	\$ 202,440	\$ 202,440	\$ 198,600	\$ 206,350
Recording and Reporting	608,119	724,960	724,960	712,000	719,310
Elections	877,211	2,067,750	2,067,750	1,011,720	3,045,650
Records Center	700,653	801,560	801,560	759,660	795,700
Department Total	\$ 2,374,739	\$ 3,796,710	\$ 3,796,710	\$ 2,681,980	\$ 4,767,010

CHARACTER OF EXPENDITURES

Personal Services	\$ 2,007,656	\$ 2,434,570	\$ 2,434,570	\$ 2,042,770	\$ 2,863,260
Services	258,807	912,530	912,530	539,670	1,350,480
Commodities	96,882	487,610	449,610	99,540	548,270
Equipment	11,394	-0-	-0-	-0-	5,000
Other	-0-	(38,000)	-0-	-0-	-0-
Department Total	\$ 2,374,739	\$ 3,796,710	\$ 3,796,710	\$ 2,681,980	\$ 4,767,010

SOURCE OF FUNDS

General Fund	\$ 2,374,739	\$ 3,796,710	\$ 3,796,710	\$ 2,681,980	\$ 4,767,010
Department Total	\$ 2,374,739	\$ 3,796,710	\$ 3,796,710	\$ 2,681,980	\$ 4,767,010

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$2,681,980 reflects a decrease of \$1,114,730 from the Fiscal Year 2002 Adopted Budget. Fiscal Year 2003 is not an election year and funding for council office elections will not be required. However, \$300,000 capacity has been added for a special election in November if needed. Funding included for annual merit and pay adjustments as well as increases in pension and medical insurance rates were partially offset by the reduction of two positions.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$4,767,010 reflects an increase of \$2,085,030, with the majority of the increase due to elections for the mayor and three council seats. Funding for pay adjustments and rate increases for fringe benefits are included.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides administrative direction to the department, monitors budget expenditures, and ensures that all department programs are delivered as required by law and in accordance with City of Tucson policies and procedures.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Complete requests for assistance and information from the Mayor and Council and City Manager.					
• Number of requests completed	40	50	50	45	45
Ensure Open Meeting Law requirements are met for Mayor and Council meetings and meetings of boards, committees, and commissions.					
• Number of meeting notices and agendas posted within required time frames	1,620	1,650	1,650	1,620	1,620
Attend and act as the official scribe at the Mayor and Council meetings.					
• Number of regularly scheduled meetings	36	43	36	36	36
• Number of special meetings	8	N/A	8	6	6

Administration (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Fulfill activities in accordance with established guidelines.					
• Percent of requests from Mayor and Council or City Manager completed	100%	100%	100%	100%	100%
• Percent of City Manager referrals completed	100%	100%	100%	100%	100%
• Percent of meeting requirements met	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 188,756	\$ 202,440	\$ 202,440	\$ 198,600	\$ 206,350

RECORDING AND REPORTING

MISSION STATEMENT: The Recording and Reporting Division accurately records, transcribes, and distributes the minutes and attendant documents for Mayor and Council and other public meetings. The division provides staff support for all meetings of the Mayor and Council's boards, commissions, and committees as legally required.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Transcribe and distribute comments received through the Mayor and Council's Citizen Comment Line within ten work hours from log-in time.

• Number of comments transcribed	4,200	4,000	4,000	4,000	4,000
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Complete Mayor and Council meeting minutes and special verbatim transcripts within 30 days of meeting or request.

• Number of meetings transcribed	74	70	70	70	70
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Complete minutes of meetings for boards, commissions, and committees and special verbatim transcripts within 30 days of meeting or request.

• Number of meetings transcribed	275	275	275	275	275
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Recording and Reporting (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Inform the Mayor and Council of the opinions of the citizens of Tucson.					
• Percent of transcription and distribution of comments on the Mayor and Council's Citizen Comment Line completed within ten work hours	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	12.50	12.50	12.50	12.50	12.50
Financial Resources					
General Fund	\$ 608,119	\$ 724,960	\$ 724,960	\$ 712,000	\$ 719,310

ELECTIONS

MISSION STATEMENT: The Elections Division ensures that elections are conducted in accordance with legal requirements and established policies and procedures, encouraging maximum voter participation. The division administers the Election Campaign Account ensuring that public funds are distributed in accordance with the provisions of the Tucson City Charter.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Publish all legal advertisements for Mayor and Council public hearings, ordinances, and resolutions as required.

• Number of legal advertisements published	160	160	175	160	175
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Update voter registration statistics and update boundary line changes on posted ward maps within 30 days of effective date.

• Number of updates completed	8	8	8	8	8
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Elections (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Complete tasks associated with the Campaign Finance Program within established guidelines.					
• Number of campaign finance reports (mayoral and council candidates) reviewed and processed	10	63	54	8	68
• Number of audits completed	2	16	18	2	24
• Number of seminars conducted	1	1	1	1	1
Key Outcomes					
Ensure that all registered voters receive information and instructions regarding the election process.	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	10.50	31.00	31.00	10.50	31.00
Financial Resources					
General Fund	\$ 877,211	\$ 2,067,750	\$ 2,067,750	\$ 1,011,720	\$ 3,045,650

RECORDS CENTER

MISSION STATEMENT: The Records Center Division stores, secures, and retrieves city documents in a systematic and accessible manner, and provides documentary information and other services requested by city staff and the public in a timely manner and in accordance with legal requirements.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process and file official city documents received for public record in accordance with city and state law within 30 days of receipt.

• Number of documents processed and filed	16,750	16,750	18,000	16,750	18,500
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Process citizen and staff requests for information.

• Number of requests processed	16,000	17,000	20,500	17,000	22,000
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Process and store records received at the Records Center within one week of receipt from city departments.

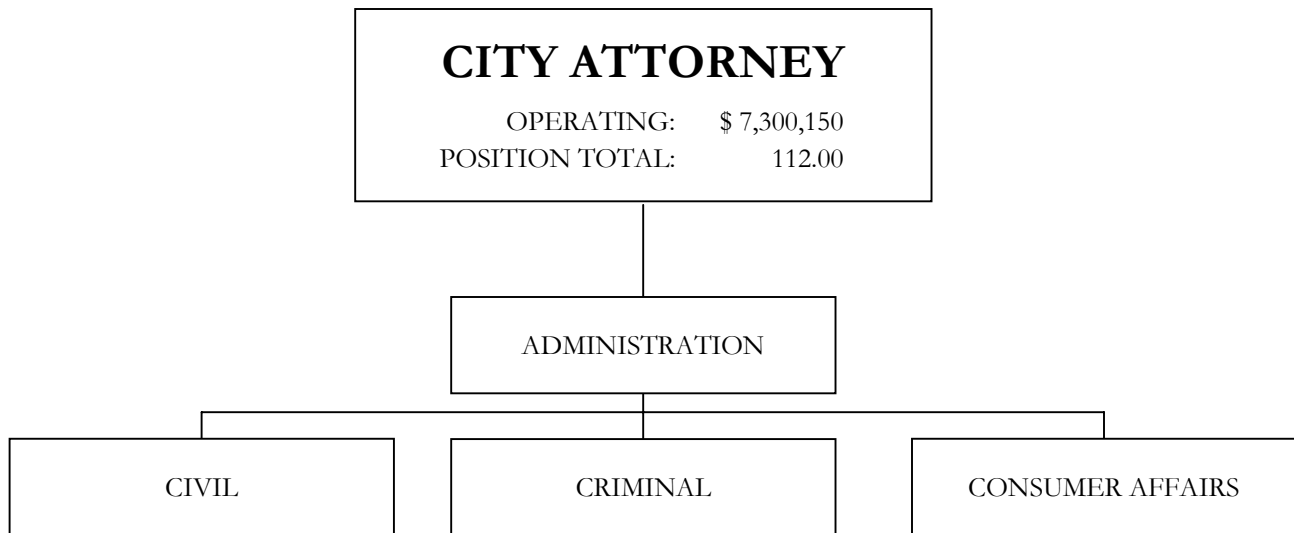
• Number of records (cubic feet)	2,800	2,800	1,400	2,800	1,400
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Records Center (Continued)**KEY MEASURES OF PERFORMANCE**

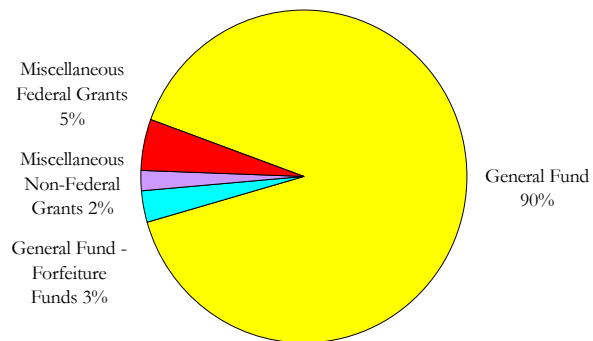
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Archive documents within the required time frame.	100%	100%	100%	100%	100%
Maintain the percentage of utilized storage space for inactive records at the city Records Center.	100%	100%	100%	100%	100%
Archive and maintain public documents to ensure accessibility to public and staff.	100%	100%	100%	100%	100%

RESOURCE SUMMARY

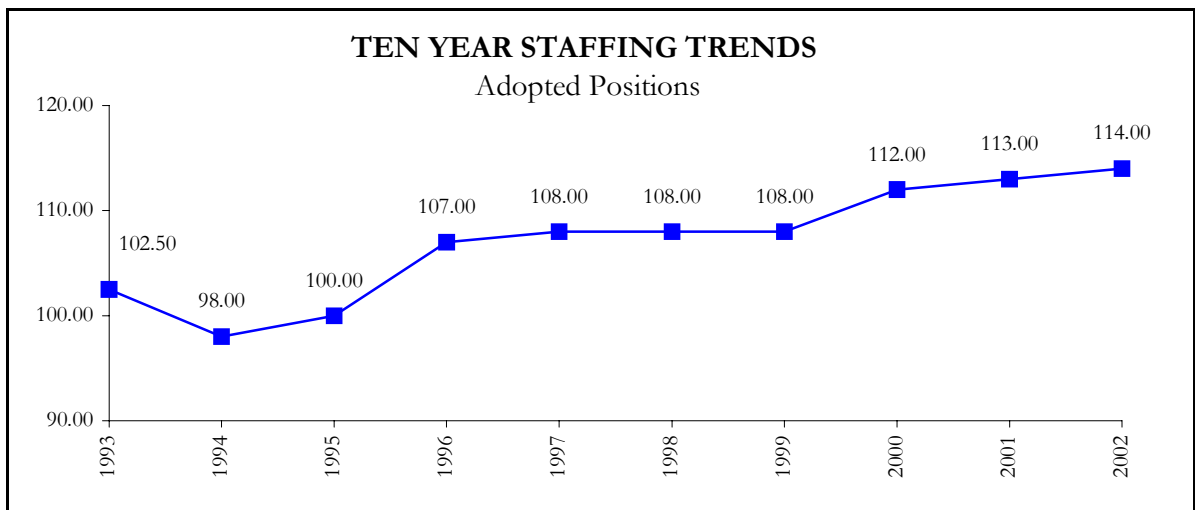
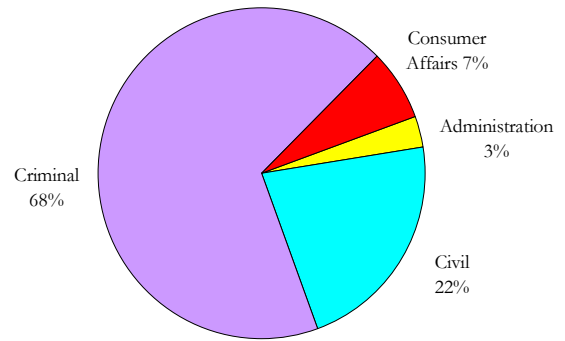
Position Resources	18.00	18.00	18.00	16.00	16.00
Financial Resources					
General Fund	\$ 700,653	\$ 801,560	\$ 801,560	\$ 759,660	\$ 795,700



FINANCING PLAN



PROGRAM ALLOCATION



CITY ATTORNEY

MISSION STATEMENT: To ensure the legality of the official business of the City of Tucson by providing sound legal advice; represent the city in all legal proceedings and administrative matters involving issues of law; ensure the safety of Tucson's citizens by enforcing criminal state statutes and local ordinances; and protect the interest of consumers by assisting them against fraudulent business practices.

OVERVIEW

The City Attorney's Office consists of the Administration, Civil, Criminal, and Consumer Affairs Divisions. The Civil Division provides legal advice and representation to the Mayor and Council, the City Manager, and all city departments. The division helps to ensure the lawfulness of the official business of the city and, when possible, avoid litigation. The Civil Division represents the city in administrative proceedings and litigation before federal and state courts.

The Criminal Division prosecutes, on behalf of the city and in the name of the state, all criminal and civil cases within the jurisdiction of City Court. The division uses civil remedies available in Pima County Superior Court such as the Crime Property Abatement statute to address regularly occurring criminal activity. The division provides notice to both state-mandated and non-mandated crime victims.

The Consumer Affairs Division provides consumer protection assistance, information, and education to citizens. The division utilizes civil lawsuits, the Arizona Consumer Fraud Act, criminal prosecution, administrative procedure, informal mediation, and other non-judicial remedies. The division operates a telephone service through which complaint pre-screening and a wide range of information is available on consumer subjects, including landlord/tenant rights, consumer finance, transportation, retail sales, and the purchase of many other products and services. All assistance is provided to consumers free of charge.

DEPARTMENT HIGHLIGHTS

The City Attorney's Office is at the forefront of a variety of issues of vital importance to the city as well as to cities across the state. These include the development of the Rio Nuevo downtown district; compliance with the Endangered Species Act and other environmental laws; maintaining the integration of city boundaries through enforcement of municipal incorporation statutes; addressing the real estate and environmental issues associated with the development of the Clearwater Renewable Resource Facility; and the licensing and franchising of electric utility, gas utility, and fiber optic telecommunications to protect the interests of the city and the citizens due to changes resulting from the new competitive environment.

Through development and enforcement of planning and zoning ordinances, the City Attorney's Office continues to assist in the protection of neighborhoods throughout the city from incompatible non-residential development.

The City Attorney's Office is a leading participant in the city's Slum Abatement and Blight Enforcement Response (SABER) project. SABER is a multi-departmental effort to identify and eliminate slum housing and to curb the spread of urban blight. Mayor and Council approved SABER as a six-month pilot project in February 2001, and subsequently included funding for SABER in future city budgets. In its role with SABER, the City Attorney's Office prosecutes slumlords for code violations; represents the city in all related court proceedings, including appeals; assists inspectors in obtaining inspection warrants and in designating slumlords; and drafts code provisions aimed at reducing or eliminating blighted conditions.

As legal counsel to the Tucson Water Department, the City Attorney's Office has assisted in drafting agreements to increase the use of reclaimed water instead of groundwater.

Department Highlights (Continued)

The Civil Division works to ensure the high caliber of city employees by defending the city against employee appeals of disciplinary and/or termination actions.

The City Attorney's Office successfully negotiated an agreement with the Arizona Department of Environmental Quality (ADEQ) to obtain millions of dollars worth of funding for the clean up of Broadway North landfill and the adjacent groundwater.

The Internal Litigation Unit's defense of the city against claims and lawsuits during Fiscal Year 2001 resulted in \$5,223,629 in savings for the city.

The city prevailed on two tax cases before the Court of Appeals: the City Attorney's Office successfully defended the City's ability to tax cable television subscription fees; the Arizona Supreme Court upheld the Court of Appeals decision in the Qwest tax litigation upholding the city's imposition of a 1½% public utility tax increase to equalize charges among the various competitive telecommunication providers.

The Criminal Division's appellate efforts resulted in two favorable published opinions from the Arizona Court of Appeals. The city prevailed again against a challenge to the validity of Tucson's restaurant smoking ban when the Court of Appeals held that the ban was constitutional. The Arizona Court of Appeals also held that the city's prostitution ordinance prohibited a defendant's sex-for-fee offer despite the impossibility of the undercover officer actually engaging in a sexual act and the ordinance's failure to define prostitution.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

The Neighborhood Resource Team (NRT) within the Criminal Division works with neighborhood associations, business organizations, the Tucson Police Department (TPD), and many other organizations to reduce criminal activity and promote safety in neighborhoods. NRT attorneys prosecute such diverse matters as nuisance abatement, unruly gatherings, excessive noise, code offenses as well as criminal violations such as prostitution, drug offenses, graffiti, and liquor infractions. The NRT gives special attention to neighborhoods that have endured chronic problems. The NRT's caseload continues to grow, in part because of the unit's ongoing effort to educate neighborhoods of their rights as victims. In the past year, the NRT has partnered with TPD, the Arizona Department of Liquor Licenses and Control, and neighborhood groups to close down problem bars and illegal after-hours clubs. The NRT also helped several neighborhoods in their efforts to eliminate prostitution and prosecuted more than 450 prostitution cases. The NRT's area restriction program, which produces court orders prohibiting convicted offenders from returning to the location of their crimes, protects neighborhood safety and aids law enforcement by keeping prostitutes, drug dealers, and other criminals out of the victimized neighborhood. The NRT obtained area restrictions in 130 cases where the offense occurred in a neighborhood park or other public place, such as the Fourth Avenue business district. The NRT continues to resolve scores of other neighborhood complaints through intervention and mediation without filing civil or criminal charges.

The City Attorney's Office provides two attorneys as legal advisors to the Tucson Police Department. The legal advisors ensure that TPD members are provided with complete and up-to-date training concerning changes in the law, and frequently act as liaisons between TPD and other government agencies to assist in resolving neighborhood and community wide concerns.

Support for Livable Tucson Goals (Continued)

Safe Neighborhoods (Continued)

The Criminal Division co-chairs the Tucson/Pima County Anti-Hate Crimes Task Force, a collaborative effort by the city, county, and state law enforcement and prosecuting agencies, local governments, school districts, community organizations, and the business community, to encourage awareness and prevention of acts of violence or intimidation directed against people or property based on race, color, creed, religion, national origin, gender, age, and sexual preference.

The Consumer Affairs Division assists tenants by providing information regarding landlord and tenant rights and obligations under the Arizona Residential Landlord and Tenant Act. The provision of this information enables tenants to assert their rights to have landlords provide and maintain safe living conditions.



Goal: Caring, Healthy Families and Youth

One of the principal goals of the Criminal Division is to protect men, women, and children against domestic violence and to promote safe family environments. The division's efforts are aimed at several populations:

Children. The Serious Victims Crime Unit prosecutes cases involving child abuse and neglect, aggravated assault on a child, contributing to the delinquency of a minor, serious assaults, and repetitive cases of domestic violence. Adults are held accountable for their acts of neglect and violence and referred to appropriate counseling and parenting classes.

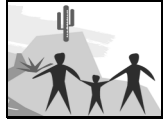
The elderly. The Criminal Division continues to place emphasis on prosecution of domestic violence committed against the elderly. Together with the Arizona Department of Economic Security Adult Protective Services, prosecutors regularly train paramedics, fire personnel, and hospital and emergency room staff to identify signs of abuse and to refer to appropriate law enforcement agencies for investigation.

Same sex domestic relationships. The Criminal Division participates on local and statewide committees to implement recent legislative changes, which protect persons living in same sex relationships from domestic violence.

The chronically mentally ill. In concert with Tucson City Court, the Community Partnership of Southern Arizona, and the Public Defender's Office, the Criminal Division offers deferred prosecution to those defendants who are chronically mentally ill. The Mental Health Diversion Program provides a more appropriate response to misdemeanor crimes committed by the non-dangerous chronically mentally ill than can be provided through standard prosecution.

Victims of crimes involving physical injury, threat of physical injury, and sexual offense. The Criminal Division's Victim Assistance Unit protects the rights of victims by ensuring that victims receive timely information about their rights, legal options, and court procedure. Victim assistants are available when needed to give victims personal assistance, accompany them to court, and give them information about other resources within the community. Prosecutors provide vertical prosecution of victim cases whenever possible, provide victims the opportunity to provide meaningful input into the case, and seek sentences that hold persons accountable for their actions.

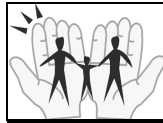
Support for Livable Tucson Goals (Continued)



Goal: Protected Natural Desert Environment

The City Attorney's Office and the Tucson Water Department are actively engaged in efforts to coordinate with Pima County and other area towns to develop and implement a habitat conservation plan for the preservation of endangered species habitat and the mitigation of development effects on endangered species. This office has been instrumental in the development of a cooperative agreement between the city and the Audubon Society, under which the society will seek funding to rehabilitate retired farmland in Avra Valley that lies along the Santa Cruz River Corridor. The City Attorney's Office is also involved with the Sweetwater Wetlands project, which uses natural wetlands to filter and improve the quality of sewage effluent that is reused for turf irrigation. The City Attorney's Office is assisting in the city's efforts to rehabilitate the Santa Cruz River in cooperation with Pima County, the Town of Marana, and the United States Army Corps of Engineers.

In addition, the Criminal Division works with Floodplain Engineering to protect our flood banks by prosecuting persons who dump debris into our desert washes thereby altering, to the detriment of the community, the natural existing water course.



Goal: Reduced Poverty and Equality of Opportunity

The Consumer Affairs Division provides consumer information and education in retail sales to assist consumers in avoiding financial damage and prevent low-income consumers from losing their vehicles due to unlawful liens. The division also provides information to low-income tenants regarding wrongful evictions and/or utility shutoffs and refers families with children who have been denied rentals to the appropriate agencies for investigation of possible unlawful discrimination.



Goal: Abundant Urban Green Space and Recreation Areas

The City Attorney's Office helps reduce visual blight by prosecuting civil infractions such as junk motor vehicles, excessive weeds, graffiti, zoning and building code violations, and other violations that contribute to neighborhood blight. Staff works with the Development Services Department on the Billboard Enforcement Program to target visual blight and protect the nighttime skies from light pollution caused by illegal billboards.



Goal: Organizational Support

The City Attorney's Office provides both routine and complex legal advice to Mayor and Council, the City Manager, and all city departments. Recent examples include support for the Rio Nuevo downtown development project and conformance with state and federal laws concerning environmental issues, protection of historic neighborhoods, advice on personnel matters, and defense of wrongful act litigation. Additional responsibilities include ensuring the legality of the official business of the city and overseeing the preparation of all resolutions and ordinances taken before the Mayor and Council.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	2.00	2.00	2.00	2.00	2.00
Civil	28.00	28.00	28.00	27.00	27.00
Criminal	75.00	76.00	76.00	76.00	76.00
Consumer Affairs	8.00	8.00	8.00	7.00	7.00
Department Total	113.00	114.00	114.00	112.00	112.00

FINANCIAL SUMMARY

Administration	\$ 265,558	\$ 244,450	\$ 246,490	\$ 246,430	\$ 257,700
Civil	1,375,487	1,527,610	1,521,490	1,633,330	1,699,190
Criminal	4,120,679	4,542,250	4,543,280	4,911,170	5,122,050
Consumer Affairs	537,220	562,510	561,200	509,220	534,840
Department Total	\$ 6,298,944	\$ 6,876,820	\$ 6,872,460	\$ 7,300,150	\$ 7,613,780

CHARACTER OF EXPENDITURES

Personal Services	\$ 5,925,936	\$ 6,429,960	\$ 6,433,350	\$ 6,781,250	\$ 7,103,510
Services	467,367	568,280	563,400	601,660	604,510
Commodities	142,330	242,200	240,190	214,560	214,560
Equipment	68,660	20,000	20,000	-0-	-0-
Other	-0-	(63,000)	(63,000)	-0-	-0-
Inter-Activity Transfers	(305,349)	(320,620)	(321,480)	(297,320)	(308,800)
Department Total	\$ 6,298,944	\$ 6,876,820	\$ 6,872,460	\$ 7,300,150	\$ 7,613,780

SOURCE OF FUNDS

General Fund	\$ 5,903,254	\$ 6,304,570	\$ 6,300,080	\$ 6,579,380	\$ 6,863,210
General Fund - Forfeiture Funds	57,967	124,290	124,290	207,810	210,010
Miscellaneous Non-Federal Grants	78,047	122,620	122,750	155,010	160,340
Miscellaneous Federal Grants	259,676	325,340	325,340	357,950	380,220
Department Total	\$ 6,298,944	\$ 6,876,820	\$ 6,872,460	\$ 7,300,150	\$ 7,613,780

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$7,300,150 reflects an increase of \$423,330 from the Fiscal Year 2002 Adopted Budget. Funding for annual merit and pay adjustments, as well as increases in pension and public liability costs, are partially offset by the reduction of two positions as follows:

- ◆ The Consumer Affairs Division was reduced by one attorney due to attrition; however, capacity is included to seek grant funding or other financial support to help offset this reduction.
- ◆ The Civil Division was reduced by one law clerk due to attrition.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$7,613,780 includes an increase of \$313,630 from Fiscal Year 2004 primarily for pay adjustments and rate increases for fringe benefits.

ADMINISTRATION

MISSION STATEMENT: The Administration Division ensures the legality of the official business of the City of Tucson by providing professional leadership, guidance, and support to the City Attorney's Office and by providing legal advice to Mayor and Council.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Monitor responses to requests from the Mayor and Council, the City Manager, and city departments for legal advice.					
• Number of legal opinions	121	95	200	206	208
• Number of responses to daily requests for legal advice	11,277	8,376	11,615	11,963	12,322
Advise the Mayor and Council during Mayor and Council meetings.					
• Number of regularly scheduled meetings	36	43	36	36	36
• Number of special meetings	8	N/A	8	6	6
Monitor prosecution of misdemeanor cases to ensure fair treatment of defendants, compliance with victims' rights, professionalism of staff, and efficiency of procedures.					
• Number of cases prosecuted	52,536	56,000	56,000	56,000	56,000
Monitor the provision of consumer protection assistance.					
• Number of telephone inquiries	8,304	9,960	9,500	9,500	9,500
• New consumer complaints	298	425	425	425	425

Administration (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide the Mayor and Council, the City Manager, and city departments with professional advice and responses in regard to legal issues.					
• Percent completed in a timely manner	95%	95%	95%	95%	95%
Obtain, through the provision of legal advice, satisfaction with the City Attorney's Office by the Mayor and Council, the City Manager, and department heads.					
• Percent expressing satisfaction during periodic surveys and meetings	95%	85%	85%	95%	95%
Obtain, through the provision of services, satisfaction with the Criminal Division by victims, judges, and police enforcement agents.					
• Percent expressing satisfaction during periodic survey meetings/audits	88%	85%	85%	85%	85%
Obtain, through the provision of consumer protection assistance, information, and education, satisfaction with the services of the Consumer Affairs Division by the citizens of Tucson.					
• Percent expressing satisfaction during random survey ratings	98%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 265,558	\$ 244,450	\$ 246,490	\$ 246,430	\$ 257,700

CIVIL

MISSION STATEMENT: The Civil Division provides legal advice and representation to the Mayor and Council, the City Manager, and all city departments, and serves as the city representative in courts of law and administrative proceedings (including personal injury, contracts, employment, environment and land use, and misconduct) in order to ensure the legality of the official business of the City of Tucson and avert litigation contrary to the city's interest for all civil cases.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Control litigation of all active civil cases involving the city during the year.	127	143	130	134	138
Actively defend in-house wrongful act litigation cases against the city.	43	48	43	43	43
Monitor bankruptcy and garnishment cases to protect public resources.	388	348	388	388	388
Provide legal review of all city contracts and foreclosure actions to protect the public resources.	936	1,080	954	1,006	1,010
Represent and respond to all requests from city departments on personnel matters to ensure the integrity and accountability of city employees and to lessen and/or control potential liability to the city resulting from employee lawsuits.	1,490	1,702	1,564	1,610	1,659
Respond to requests from Mayor and Council, the City Manager, and city departments for legal advice.					
• Number of legal opinions	121	95	200	206	208
• Number of responses to requests for legal advice on daily operational issues	11,277	8,376	11,615	11,963	12,322
Key Outcomes					
Maximize amount of money saved through settlement or litigation (\$000s).	\$ 5,224	\$ 1,560	\$ 2,700	\$ 2,700	\$ 2,700

Civil (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Produce favorable civil case outcomes for the city:					
• Number of civil cases with favorable outcomes (less than estimated exposure)	35	45	40	40	40
• Percent of total cases	95%	95%	95%	95%	95%
• Number of city departments' disciplinary action cases before the Civil Service Commission	9	7	8	8	8
• Percent of cases sustained	95%	95%	95%	95%	95%
• Number of cases before Administrative Proceeding Offices (disciplinary actions and Liquor Board hearings)	33	32	35	35	35
• Percent of cases sustained	95%	95%	95%	95%	95%
Provide Mayor and Council, the City Manager, and city departments professional advice and responses in regard to legal issues.					
• Percent completed in a timely manner	95%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	28.00	28.00	28.00	27.00	27.00
Financial Resources					
General Fund	\$ 1,375,487	\$ 1,527,610	\$ 1,521,490	\$ 1,633,330	\$ 1,699,190

CRIMINAL

MISSION STATEMENT: The Criminal Division promotes the safety of the community and supports local law enforcement by upholding state and local laws and ordinances through the prosecution of misdemeanor criminal cases; provides for rehabilitation of first-time, non-violent offenders through a diversion program; provides timely notification to victims; and responds to citizen inquiries about cases pending in City Court.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Respond in writing to all substantive legal motions received from defendants or their attorneys.					
• Number of motion responses filed at City Court	3,906	4,398	4,398	4,398	4,398
• Number of answers/appeals/special actions filed	233	165	235	235	235
Ensure the daily availability of a prosecutor to respond to walk-in and telephone inquiries from the public.	80%	85%	85%	85%	85%
Defer the prosecution of first-time, non-violent defendants to reduce the City Court caseload, make resources available for the prosecution of more serious crimes, and offer a counseling/education opportunity to first-time offenders.					
• Number of defendants who applied for or were offered diversion	5,862	6,753	6,500	6,500	6,500
Advise victims of their rights, case status, outcome, and restitution as required by the victim rights constitutional amendments.					
• Number of notifications mailed/called	34,255	31,617	35,000	35,000	35,000
• Number of victims assisted in obtaining restitution	2,634	3,300	3,300	3,300	3,300
• Amount obtained in restitution awards for crime victims and City Court (\$000s)	\$ 133	\$ 312	\$ 136	\$ 136	\$ 136

Criminal (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Respond in a timely manner to all substantive legal motions.					
• Percent of motion responses filed within ten days of receipt	100%	95%	95%	95%	95%
• Percent of appeals/special actions won	86%	85%	86%	86%	86%
Obtain responses to public surveys rating staff professionalism.					
• Percent of public survey responses indicating professional treatment from the prosecutor	86%	85%	85%	85%	85%
Offer diversion to first-time, non-violent defendants to reduce the City Court caseload, make resources available for the prosecution of more serious crimes, and offer a counseling/education opportunity to first-time offenders.					
• Percent of defendants successfully completing diversion	90%	75%	95%	95%	95%
• Percent of defendants scheduled for general criminal arraignment offered diversion	7%	10%	10%	10%	10%
Obtain responses to victim satisfaction surveys upon conclusion of case.					
• Percent of victim surveys returned with "above average" appraisal	88%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	75.00	76.00	76.00	76.00	76.00
Financial Resources					
General Fund	\$ 3,724,989	\$ 3,970,000	\$ 3,970,900	\$ 4,217,070	\$ 4,398,820
General Fund - Forfeiture Funds	57,967	124,290	124,290	207,810	210,010
Miscellaneous Non-Federal Grants	78,047	122,620	122,750	128,340	133,000
Miscellaneous Federal Grants	259,676	325,340	325,340	357,950	380,220
Financial Resources Total	\$ 4,120,679	\$ 4,542,250	\$ 4,543,280	\$ 4,911,170	\$ 5,122,050

CONSUMER AFFAIRS

MISSION STATEMENT: The Consumer Affairs Division provides consumer protection through a complaint intake and consumer information telephone service, combined with programs for dispute resolution, investigation of consumer complaints, enforcement through settlement or litigation, education, referrals, and distribution of information; all of which are intended to assist citizens in defending themselves from unfair and deceptive practices in the marketplace.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Respond within one business day to citizen inquiries on the consumer information and complaint intake telephone service.					
• Percent of inquiries	100%	80%	80%	98%	98%
• Number of inquiries	9,135	9,500	9,500	9,500	9,500
Respond within one hour to citizen requests for urgent or emergency assistance.					
• Percent of requests	98%	98%	98%	98%	98%
• Number of requests	84	80	80	90	90
Respond within one hour to consumers who require office appointments.					
• Percent of appointments	95%	90%	90%	90%	90%
• Number of appointments	197	200	200	200	200
Mail requested complaint forms and/or consumer education information materials to consumers upon request.					
• Percent of requests	100%	100%	100%	100%	100%
• Number of requests	2,840	2,700	2,700	2,700	2,700
Evaluate formal consumer complaints for appropriate action.					
• Percent of complaints	100%	100%	100%	100%	100%
• Number of complaints	329	425	425	425	425
Key Outcomes					
Obtain a random survey rating from clients that staff professionalism and service is "good" or better.					
• Percent of desired rating achieved	92%	90%	90%	90%	90%

Consumer Affairs (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Obtain court approval on assurances to discontinue deceptive acts or practices, or Consent Judgments to record completion and satisfactory legal settlement of consumer fraud investigation issues.					
• Number of Assurances of Discontinuance or Consent Judgments	5	12	12	8	8
Obtain consumer restitution and/or investigative costs and attorney fees (\$000s).	\$ 80	\$ 100	\$ 100	\$ 90	\$ 90

RESOURCE SUMMARY

Position Resources	8.00	8.00	8.00	7.00	7.00
Financial Resources					
General Fund	\$ 537,220	\$ 562,510	\$ 561,200	\$ 482,550	\$ 507,500
Miscellaneous Non-Federal Grants	-0-	-0-	-0-	26,670	27,340
Financial Resources Total	<u>\$ 537,220</u>	<u>\$ 562,510</u>	<u>\$ 561,200</u>	<u>\$ 509,220</u>	<u>\$ 534,840</u>

Neighborhood Services

TRANSPORTATION



DOWNTOWN



GROWTH

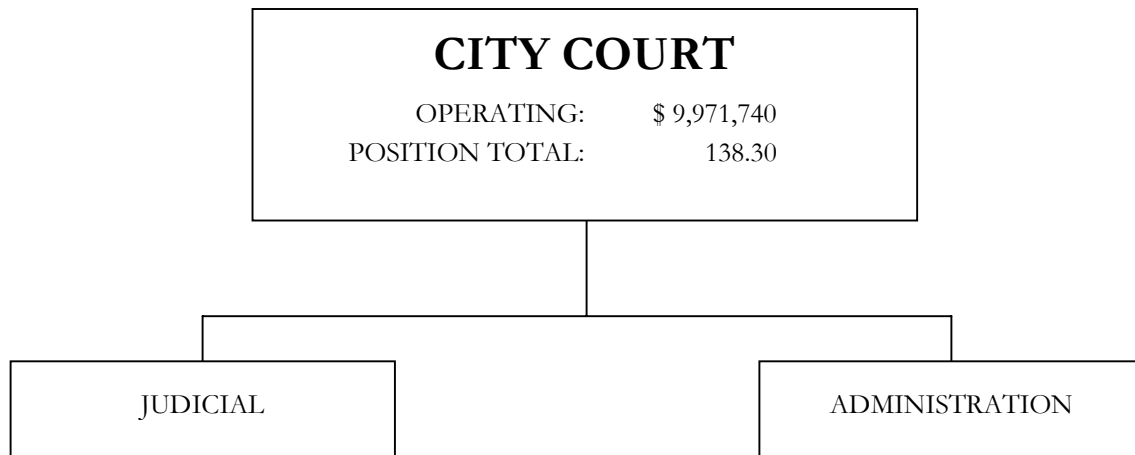
ECONOMIC DEVELOPMENT



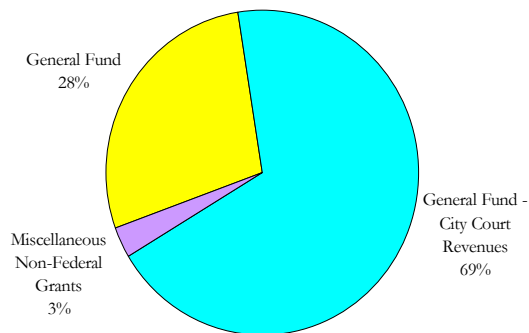
GOOD GOVERNMENT

NEIGHBORHOODS

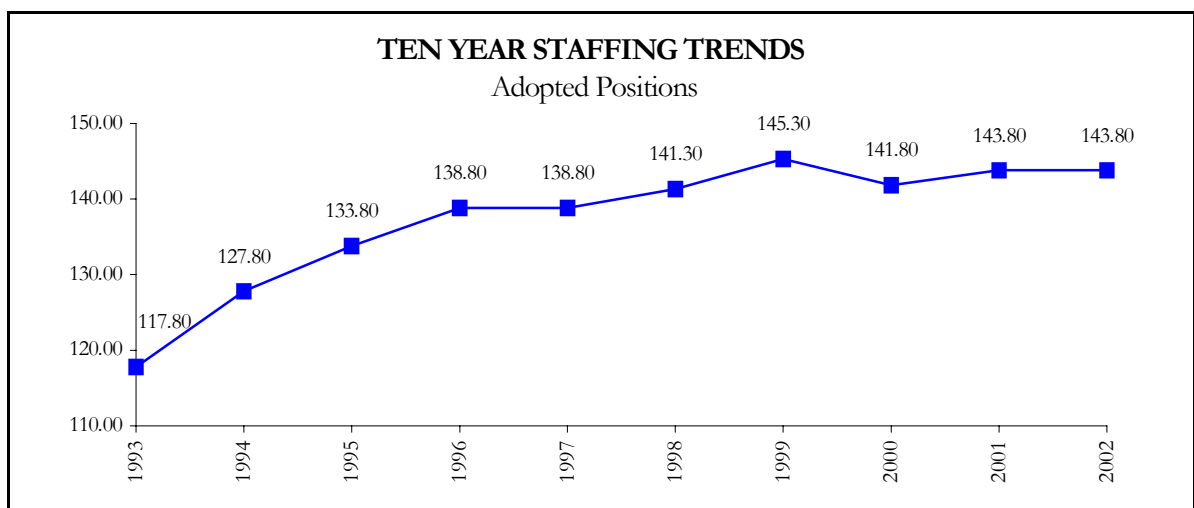
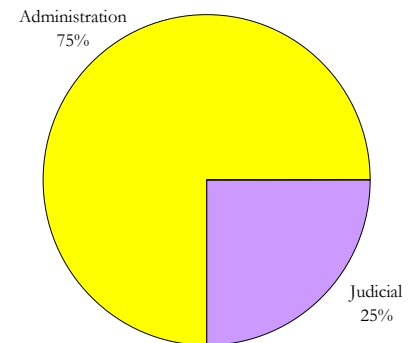




FINANCING PLAN



PROGRAM ALLOCATION



CITY COURT

MISSION STATEMENT: To serve the community and protect individual rights by providing fair and prompt administration of justice.

OVERVIEW

The case volume of City Court is the second largest of any municipal court in Arizona. The divisions of City Court are Judicial and Administration. Within the Judicial Division, 12 full-time magistrates, 1 limited special magistrate, and other special magistrates hear a variety of cases including traffic, driving under the influence (DUI), drug possession, prostitution, shoplifting, domestic violence, and city code violations. A significant number of the DUI and prostitution cases are tried before a jury. Through an intergovernmental agreement with Superior Court, City Court is the central contact point in Pima County for the issuance of Orders of Protection for domestic violence cases and related hearings.

The Administration Division provides records management, computerized case tracking, calendar management, public services, and order enforcement for the entire court, processing nearly 300,000 cases per year.

DEPARTMENT HIGHLIGHTS

Building Remodel: The final phases of the extensive remodel of the Alameda Plaza - Tucson City Court building have been completed and were unveiled at an opening on December 12, 2001. The project cost \$1,400,000 and required 11 months to complete. The Court stayed open for business throughout the ongoing construction. The remodel makes the Court customer friendly with new service accommodations including a walk-up window for payment of fines and expanded front entry area. Citizens can now make payments without passing through security and entering the building. Services such as the issuance of Orders of Protection and Injunctions Against Harassment, probation services, walk-in court, and other public service functions are now all consolidated and available on the first floor. Grateful thanks are extended to Facilities Design and Management, the City Manager, and the Mayor and Council for funding and assistance as well as to judges and staff for working through the dust and inconvenience.

Saturday Court: Offers individuals with civil traffic infractions the opportunity to speak with a judge on a walk-in basis and resolve cases in one court visit. The court hears an average of 104 cases per week, and the program has generated \$376,806 since its inception in March 1999.

Warrant Court: In August 2000 the court instituted extended court hours to arraign individuals with outstanding criminal warrants and to resolve unpaid criminal cases. Through this highly successful program the court has been able provide the public with added accessibility to public services and to a magistrate. Since its inception in August 2000 the court has seen 6,619 defendants, accepted pleas in 4,311 cases, quashed 8,219 warrants, and collected \$845,891 in outstanding fines.

In October 1998, the Arizona Supreme Court published a "Request for Qualifications" solicitation proposal to qualify vendors for collection services to individual courts. In April 1999, local courts were notified of the State contracts for collection services. On October 1, 2000, Allied Collections was awarded a collection contract and developed a cooperative agreement with the Administrative Office of the Courts. In September 2000, Tucson City Court began utilization of this agreement and worked with Information Technology Department, Parkwise, and SCB Collection Agency, a division of Allied Collections, to recover unpaid parking citations. Through October 2001, 4,216 defaulted parking citations have been turned over for collections. SCB Collection Agency has collected \$42,061 since the program began in September 2000. Future plans are to include collection of all delinquent fines and fees due to Tucson City Court inclusive of traffic, criminal misdemeanors, and local ordinance violations. Additionally a system to begin "booting" vehicles of offenders who fail to pay three or more parking citations is under development.

Department Highlights (Continued)

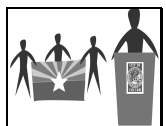
Mental Health Diversion: The mental health diversion program was developed for non-violent mentally ill offenders who benefit from treatment from a mental health agency rather than incarceration for minor violations. Through the efforts of the courts, City Attorney's Office and the Office of the Public Defender, the program has been successful in reducing the number of days offenders spend in custody. This project received an Innovations in Justice Award from the Arizona Supreme Court in 2001.

SUPPORT FOR LIVABLE TUCSON GOALS***Goal: Safe Neighborhoods***

City Court mediates family and neighborhood problems through Orders of Protection, injunctions prohibiting harassment, and by providing subsequent hearings. Safe streets and respect for laws and the judicial system are promoted through court enforcement programs. City Court enhances public awareness of laws and safety by offering traffic safety classes. Prompt adjudication of civil infractions and criminal matters ensures neighborhood safety.

***Goal: Caring, Healthy Families and Youth***

City Court assists victims of domestic violence by having magistrates available 24 hours a day to issue Orders of Protection both at the courthouse and satellite locations. City Court also promotes education in family harmony through domestic violence intervention screening and counseling. Additionally, City Court protects families through specialized assessment and education programs as part of the sentences imposed on offenders.

***Goal: Engaged Community and Responsive Government***

In response to citizen surveys, City Court has expanded its hours of operation to meet the needs of the community. The expanded hours of operation include the availability of public service functions such as information, payments, and proofs of compliance with court orders. A magistrate is also available to handle warrants for failure to appear and failure to pay fines on criminal matters, and mitigation in civil matters.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Judicial	18.80	17.80	18.80	17.80	17.80
Administration	125.00	126.00	125.00	120.50	120.50
Department Total	143.80	143.80	143.80	138.30	138.30

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Judicial	\$ 1,954,879	\$ 2,466,380	\$ 2,413,180	\$ 2,446,410	\$ 2,535,220
Administration	6,548,390	7,004,830	7,058,030	7,525,330	7,740,560
Operating Total	8,503,269	9,471,210	9,471,210	9,971,740	10,275,780
Capital Improvements	871,903	577,000	358,010	-0-	-0-
Department Total	\$ 9,375,172	\$ 10,048,210	\$ 9,829,220	\$ 9,971,740	\$ 10,275,780

CHARACTER OF EXPENDITURES

Personal Services	\$ 6,401,798	\$ 6,738,930	\$ 6,668,130	\$ 7,019,570	\$ 7,327,940
Services	1,864,003	2,098,480	2,084,480	2,265,810	2,261,480
Commodities	164,845	294,080	289,880	279,520	279,520
Equipment	56,286	128,720	128,720	106,840	106,840
Other	-0-	(89,000)	-0-	-0-	-0-
Inter-Activity Transfers	16,337	300,000	300,000	300,000	300,000
Operating Total	8,503,269	9,471,210	9,471,210	9,971,740	10,275,780
Capital Improvements	871,903	577,000	358,010	-0-	-0-
Department Total	\$ 9,375,172	\$ 10,048,210	\$ 9,829,220	\$ 9,971,740	\$ 10,275,780

SOURCE OF FUNDS

OPERATING FUNDS					
General Fund	\$ 2,117,765	\$ 3,104,860	\$ 2,962,510	\$ 2,759,740	\$ 2,716,700
General Fund - City Court Revenues	6,239,000	6,003,950	6,346,300	6,850,000	7,194,000
Miscellaneous Non-Federal Grants	146,504	362,400	162,400	362,000	365,080
Operating Funds Total	\$ 8,503,269	\$ 9,471,210	\$ 9,471,210	\$ 9,971,740	\$ 10,275,780
CAPITAL FUNDS					
General Fund	\$ 871,903	\$ 577,000	\$ 358,010	\$ -0-	\$ -0-
Capital Funds Total	\$ 871,903	\$ 577,000	\$ 358,010	\$ -0-	\$ -0-
Department Total	\$ 9,375,172	\$ 10,048,210	\$ 9,829,220	\$ 9,971,740	\$ 10,275,780

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$9,971,740 reflects an increase of \$500,530 from the Fiscal Year 2002 Adopted Budget. This includes a reduction of 5.5 positions with minimal impact to the level of service provided to the public. Revenues are expected to grow 14% due to improved collection processes. The significant changes to expenditures are as follows:

- ◆ Better scheduling and utilization of magistrates will allow for the reduction a limited special magistrate.
- ◆ The elimination of 3.5 court clerk positions will be balanced with application of new technology resulting in minimal impact on case processing and service to the public.
- ◆ Reorganization of the probation function will result in the reduction of one position from that program.
- ◆ Improved space utilization and deferred projects provide savings in building maintenance.
- ◆ Use of the Defensive Driving School by defendants is projected to increase. The additional cost of \$220,000 is more than offset by program revenues.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$10,275,780 includes an increase of \$304,040 from Fiscal Year 2003 primarily due to annual merits and pay adjustments as well as increases in pension and medical insurance rates. Recent trends in revenue collection are projected to continue.

JUDICIAL

MISSION STATEMENT: The Judicial Division builds public trust and confidence in the City Court by providing prompt and impartial adjudication of cases and equal access for all citizens who appear before City Court.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Adjudicate all cases brought before the court.					
• Number of criminal arraignments	42,000	42,000	42,000	44,100	46,305
• Number of bench trials	780	750	750	785	825
• Number of jury trials	160	115	115	120	125
• Number of civil hearings	N/A	3,000	3,000	3,150	3,300
• Number of civil infraction hearings	N/A	1,000	1,000	1,050	1,100
Key Outcomes					
Provide prompt and impartial adjudication of cases.					
• Percent of caseload disposed of within 60 days	80%	80%	80%	80%	80%

Judicial (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	18.80	17.80	18.80	17.80	17.80
Financial Resources					
General Fund - City Court Revenues	\$ 1,896,195	\$ 2,391,800	\$ 2,338,600	\$ 2,372,230	\$ 2,457,960
Miscellaneous Non-Federal Grants	58,684	74,580	74,580	74,180	77,260
Financial Resources Total	\$ 1,954,879	\$ 2,466,380	\$ 2,413,180	\$ 2,446,410	\$ 2,535,220

ADMINISTRATION

MISSION STATEMENT: The Administration Division supports the judiciary and serves the community by providing efficient case processing, quality service to the public, enforcement of judicial orders, and integrity and accountability in all transactions.

KEY MEASURES OF PERFORMANCE

Key Outputs

Maintain file library and track file flow to ensure accountability for all court-wide events which include the following: file destruction, file storage, calendared events, motions, set asides, probation revocations, prior arrests, record requests, and on-demand requests.

• New files opened	139,500	139,000	139,000	139,000	139,000
• Number of files archived and destroyed	104,000	200,000	200,000	200,000	250,000
• Number of pending files	468,000	400,000	400,000	588,000	688,000

Initiate court cases by entering citation information in the computer system, and manage case flow by entering results of court hearings in an accurate and timely manner.

• Number of cases initiated and updated	225,000	298,900	298,900	298,900	298,900
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Implement contracts for payment when it is determined that defendants, due to financial hardship, are unable to pay at time of sentencing.

• Number of contracts for payment established	4,600	2,000	2,000	5,080	5,330
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Administration (Continued)**KEY MEASURES OF PERFORMANCE**

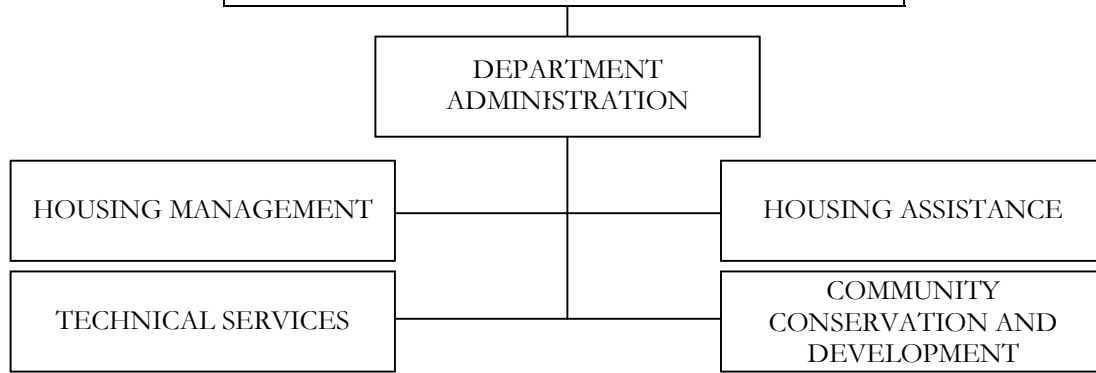
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Monitor domestic violence offenders on the special probation program to prevent further incidents of domestic violence.					
• Number of domestic violence cases on monitored probation	520	500	500	460	480
Serve the public from 7:00 a.m. to 7:00 p.m. on weekdays, and on Saturday from 7:00 a.m. to 3:00 p.m., to provide citizen information, cashier services, reschedule court hearings, and accept proofs of compliance with court orders.					
• Number of individuals served	82,000	88,000	88,000	92,680	93,000
Provide access to judicial services for victims of domestic violence or harassment from 8:00 a.m. to 4:00 p.m. on weekdays, and provide information, forms, interpreter services, and clerical support for hearings.					
• Number of citizens served	6,120	6,000	6,000	10,000	10,000
Provide clerical support to the City Court and ensure accurate and timely preparation of court orders and related documents for all court trials and hearings, and route files and documents to the appropriate department for action.					
• Number of court files handled	77,800	100,000	82,000	86,100	90,400
Key Outcomes					
Enforce contracts for time payments to ensure fines are paid within the specified amount of time.	60%	75%	75%	75%	80%
Assist individuals within 30 minutes of their arrival.	72%	95%	95%	80%	85%
Serve applicants for orders against domestic violence or harassment within 30 minutes of arrival time.					
• Number of applicants	5,400	6,000	6,000	10,000	10,000

Administration (Continued)

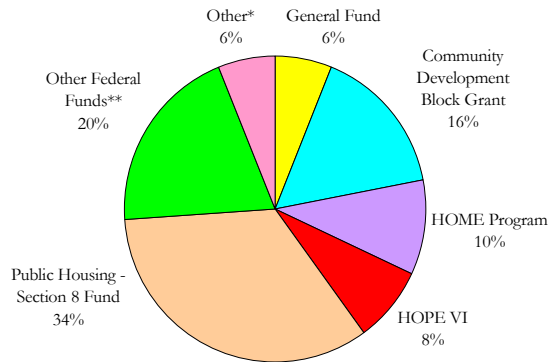
RESOURCE SUMMARY					
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	125.00	126.00	125.00	120.50	120.50
Financial Resources					
General Fund	\$ 2,117,765	\$ 3,104,860	\$ 2,962,510	\$ 2,759,740	\$ 2,716,700
General Fund - City Court Revenues	4,342,805	3,612,150	4,007,700	4,477,770	4,736,040
Miscellaneous Non-Federal Grants	87,820	287,820	87,820	287,820	287,820
Financial Resources Total	<u>\$ 6,548,390</u>	<u>\$ 7,004,830</u>	<u>\$ 7,058,030</u>	<u>\$ 7,525,330</u>	<u>\$ 7,740,560</u>

COMMUNITY SERVICES

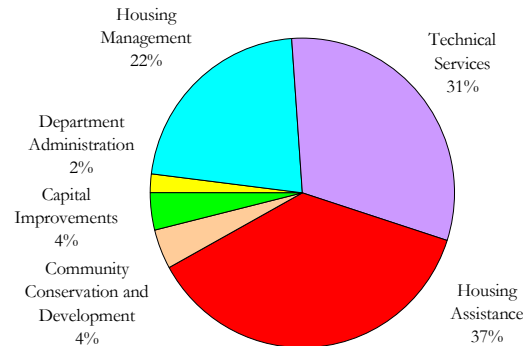
OPERATING: \$ 67,783,330
 CAPITAL: 3,171,000
 TOTAL: \$ 70,954,330
 POSITION TOTAL: 157.00



FINANCING PLAN



PROGRAM ALLOCATION

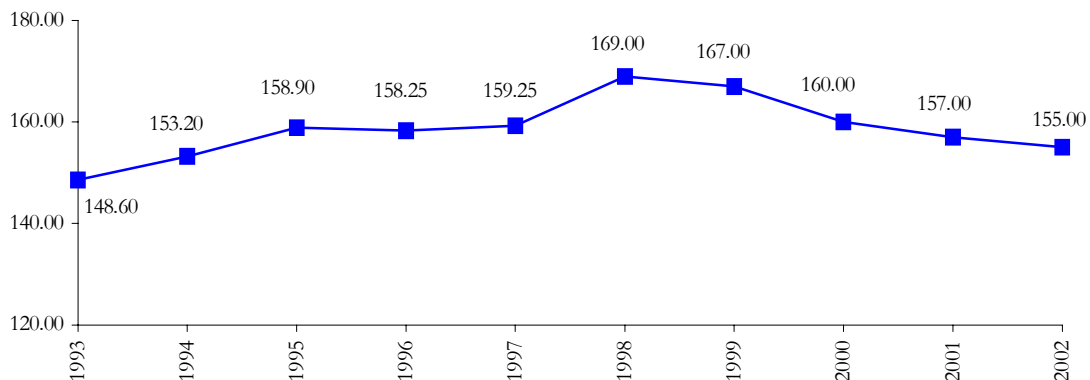


*Includes General Fund Earned Revenue (3%), Miscellaneous Non-Federal Grants (<1%), and Public Housing Local Revenue (3%).

**Includes Comprehensive Housing Grant (5%), Miscellaneous Federal Grants (2%), Miscellaneous Federal Housing Grants (7%), and Public Housing Conventional/Development Fund (6%).

TEN YEAR STAFFING TRENDS

Adopted Positions



COMMUNITY SERVICES

MISSION STATEMENT: To improve the quality of life for the citizens of Tucson by providing housing and community service programs that strengthen and enhance the social, economic, and physical environment, especially for those of lower income.

OVERVIEW

The Community Services Department accomplishes its mission through the work of 157 staff members in Fiscal Year 2003 and 155 staff members in Fiscal Year 2004 organized into five divisions: Department Administration, Housing Management, Technical Services, Housing Assistance, and Community Conservation and Development. The department administers housing, social service, and community development programs, as well as a wide range of other public projects. The department manages federal, state, and local funds, applying those resources to locally determined needs and priorities.

The department brings diverse groups together in productive working relationships. The newly-created partnerships can then break through to achieve results far beyond what the individual players would be able to do—truly an instance of the whole being greater than the sum of its parts. The strategy is to be flexible so that the response to opportunity can be quick. If people and resources can be brought together, then opportunity can be transformed into better living conditions and quality of life for citizens.

DEPARTMENT HIGHLIGHTS

Rehabilitation Collaborative: The Rehabilitation Collaborative is a group of nine homeowner rehabilitation organizations that work together to provide more comprehensive home rehabilitation with greater efficiency than they could achieve working on their own. The efforts of the Rehabilitation Collaborative will result in new funding for home rehabilitation and improved service delivery.

Section 8: The Housing Assistance Division initiated a Landlord Outreach Program to better inform community landlords about the benefits and procedures associated with renting to Section 8 clients. The response in the first year was excellent, earning a Housing and Urban Development (HUD) Best Practices Award, and fostered the incorporation of the Landlord Outreach Program as an integral part of its Section 8 Program strategy. Over 200 landlords have now attended the outreach meetings since its inception – many of these being new to the Section 8 Program and eager to participate. Another Housing Assistance Division initiative was its application for and receipt of a HUD award for over 400 new Housing Choice Vouchers in 2001. This initiative increased the number of rental housing subsidies available to our lower income residents by over 20 percent in the last two years! A third and final highlight initiative was the Lottery-Based Waiting List Process that circulated over 100,000 applications throughout the county. This initiative ensured that all low-income families and individuals, including those with disabilities, the elderly, and the working poor, had safe, equal, and convenient access to the assisted housing application process.

Housing Opportunities for People Everywhere (HOPE) VI Projects – Changing Directions: During Fiscal Year 2003, the city's second HOPE VI project--the revitalization of the South Park neighborhood--will be completing its first year of operation.

The \$12.7 million South Park HOPE VI Project's goal is to provide improvements in such areas as private housing, economic development, infrastructure, social services, and community security. The department anticipates leveraging funds over the coming years so that a total of \$75 million will be invested in the South Park community.

Department Highlights (Continued)

Investing in People: The department administers a wide range of programs aimed at the diverse needs in the community. There are the Resident Initiatives, which provide additional help to public housing residents. The Family Self-Sufficiency Program prepares families on welfare—typically single-parent families—for a life of independence from government assistance. The Youth Opportunity (YO) Grant funds will provide assistance to young people who are living either in public housing or in Section 8 subsidized housing. The new Mainstream Program, the Positive Opportunities Program, the Shelter Plus Care Program, and the Housing Opportunities for People With Aids Program all provide housing and needed supportive services for clients with disabilities. The department also conducts homeownership counseling for first time homebuyers. Finally, the Homeless Continuum of Care program provides services ranging from emergency help to transitional housing.

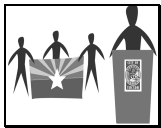
Community Planning: While the department prides itself on taking advantage of opportunities as they occur, it emphasizes planning which focuses on the long-range needs of the community. This strategy ensures that we will be in a position to see and seize opportunities whenever they arise. Examples of this kind of planning include: the various Neighborhood Community Development Plans, the Distressed Mobile Home Study, the Section 8 Administrative Plan, the Admissions and Continued Occupancy Plan, the Public Housing Agency Plan, the Homeless Continuum of Care, the Human Services Action Plan, and neighborhood revitalization projects.

The department participated in a pilot of the Slum Abatement and Blight Enforcement Response (SABER) program. This program's mission is to reduce urban blight by identifying and eliminating slum properties through the enforcement of statutes and ordinances that prohibit blight conditions. The SABER pilot targeted seven rental properties in the community for a coordinated and comprehensive enforcement of the existing property related codes. The Community Services Department administered tenant services for families and individuals whose lives were impacted by the SABER pilot program.

The department also targets specific neighborhood initiative areas for funding beyond the HOPE VI grants. These areas include Downtown/Rio Nuevo, the Oracle Homeownership Zone (now in its fourth year), and the citywide Back to Basics Program.

Starting in Fiscal Year 2003, there will be a new process for Human Services funding that will increase the effectiveness of this funding. This new process will increase accountability and allow for strategic and coordinated planning by developing a Human Services Action Plan and implementing a single Request for Proposals (RFP) process based on this plan.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Community Services Department actively engages the public in discussion of community needs and strategies. Each year, Community Services prepares six major housing and community development plans for which the department seeks out community input, holds public meetings, and listens carefully to what is said. The department also coordinates the activities of two Mayor and Council advisory groups--the Community Development Advisory Committee and the Metropolitan Housing Commission. The Mayor and Council recently established a new planning and coordination strategy for delivering needed human services programs.

In support of neighborhood-based decision making, the department actively supports and funds the Pro-Neighborhood program that underwrites neighborhood volunteer projects.

Support for Livable Tucson Goals (Continued)



Goal: Caring, Healthy Families and Youth

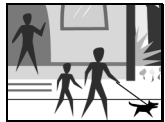
Families and youth are important participants in, and recipients of, programs offered by the Community Services Department with the greatest impact occurring through housing programs. Families and youth services also receive major benefits from Community Development Block Grants and other social services block grants programs. The department contracts with organizations such as Pima Youth Partnership, Child and Family Services, and the Homeless Team Project to support the healthy development of youth.

Through the city's Public Housing Drug Elimination Program, the department partners with other agencies to share resources and promote healthy families and youth. Support is given to prevention-based programs that provide at-risk youth with safe, fun, and educational activities. The Family Self-Sufficiency program provides an opportunity for public housing and Section 8 families to improve themselves through education, job training, support for job enhancement, and managed savings.



Goal: Infill and Reinvestment, Not Urban Sprawl

Comprehensive reinvestment in urban core neighborhoods is a departmental focus. The department administers loan and grant programs, which provide low- and moderate-income families with funds to repair their homes. Two HOPE VI grants and the Oracle Road Home Ownership Zone develop new infill housing and investment in neighborhood infrastructure and public services for city residents in stressed neighborhoods. In the last five years, the department and its non-profit partners have increased the number of households assisted with housing problems from 8,500 to over 11,900. The city's five-year goal is to assist 1,000 additional households per year.



Goal: People-Oriented Neighborhoods

The Community Services Department provides financial and technical support to a wide variety of agencies to help them revitalize, and promote services within, neighborhoods. The Pro-Neighborhood program continues to play a key role in supporting neighborhood-initiated activities.

The HOPE VI South Park Neighborhood Revitalization project builds on the Santa Rosa HOPE VI project in that it also creates a new urbanism approach to developing neighborhoods where people can work, play, and live by developing places to work, places to gather, and improved housing through strategic investment in the neighborhood.

The department also funds numerous neighborhood-initiated capital and public service projects that make neighborhoods better places to live. Examples include improvements to existing facilities, which house a neighborhood-based credit union and a prevention/wellness center.

Support for Livable Tucson Goals (Continued)



Goal: Respected Historic and Cultural Resources

When rehabilitating existing homes and building homes, the department strives to maintain or construct historically compatible homes—structures that blend in with the existing neighborhoods. One example is infill housing in the El Presidio downtown neighborhood. Culture and history are honored through the Dunbar Coalition Project to create an African-American Cultural Center. The South Park HOPE VI project is also developing an Arts & Culture location to provide cultural education opportunities for the community.



Goal: Reduced Poverty and Greater Equality of Opportunity

As a public housing authority, the Community Services Department manages 6,000 affordable housing units through its public housing and Section 8 programs. This program provides stable, decent housing to those who could not otherwise afford it. With the additional help of other services that go beyond the basic need of shelter, these clients are in a position to take better advantage of opportunities most of us take for granted. The Family Self-Sufficiency program creates opportunities for families to improve their standard of living, increase their stability, and become self-reliant.

In addition, the department administers programs to develop affordable homeownership and transitional rental housing and to promote a wide range of services including those targeted for homeless people. Funding is provided to over 110 agencies whose primary mission is to promote opportunity for the needy in our community.



Goal: Successful Downtown

The department encourages new housing and the stabilization of existing housing in neighborhoods near downtown. The department is developing homeownership opportunities in downtown neighborhoods, and is pursuing the acquisition of parcels that would serve as gateways to downtown in the future.



Goal: Quality Job Training

The department participates in the Federal Section 3 program, which encourages city contractors to hire low-income employees. Community Services also supports job training programs for homeless, high school, and university students. Educational stipends are provided to low-income family members participating in the Family Self-Sufficiency program.

The Family Self-Sufficiency program funds three one-year apprenticeships within the department as general office clerks. In addition, the South Park HOPE VI program offers apprenticeship general office clerk positions to low income residents. To complete the relocation required for the project, low-income residents were hired as movers.



Goal: Strong Local Business

The department currently funds four loan programs, which offer affordable loans and training to start-up, low-income, and minority small businesses. The programs are offered through the Tucson Old Pueblo Credit Union, Chicanos Por La Causa, Business Development Finance Corporation, and the Tucson Urban League. The department also provides technical assistance to local businesses in its neighborhood redevelopment programs.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Department Administration	10.00	10.00	10.00	10.00	10.00
Housing Management	66.00	66.00	67.00	67.00	67.00
Technical Services	28.00	28.00	28.00	28.00	28.00
Housing Assistance	36.00	35.00	36.00	36.00	36.00
Community Conservation and Development	17.00	16.00	16.00	16.00	14.00
Department Total	157.00	155.00	157.00	157.00	155.00

FINANCIAL SUMMARY

Department Administration	\$ 883,483	\$ 988,360	\$ 1,002,360	\$ 1,216,860	\$ 1,058,140
Housing Management	11,816,734	27,510,100	12,549,770	15,272,920	13,613,380
Technical Services	14,271,999	20,580,520	14,237,890	22,100,140	23,900,500
Housing Assistance	21,831,393	23,862,070	25,722,910	26,017,040	25,199,650
Community Conservation and Development	2,456,361	3,285,520	2,739,870	3,176,370	3,137,350
Operating Total	51,259,970	76,226,570	56,252,800	67,783,330	66,909,020
Capital Improvements	1,487,919	-0-	1,707,630	3,171,000	3,445,000
Department Total	\$ 52,747,889	\$ 76,226,570	\$ 57,960,430	\$ 70,954,330	\$ 70,354,020

CHARACTER OF EXPENDITURES

Personal Services	\$ 7,826,112	\$ 8,406,040	\$ 8,385,480	\$ 8,630,150	\$ 8,894,740
Services	27,350,919	23,010,460	27,031,370	25,415,690	25,515,590
Commodities	969,788	800,260	940,490	934,980	868,680
Equipment	5,088,632	2,415,360	4,078,390	1,572,070	1,884,130
Debt Service	392,848	390	390	390	390
Other	10,006,552	625,970	620,020	377,870	54,060
Inter-Activity Transfers	(374,881)	40,968,090	15,196,660	30,852,180	29,691,430
Operating Total	51,259,970	76,226,570	56,252,800	67,783,330	66,909,020
Capital Improvements	1,487,919	-0-	1,707,630	3,171,000	3,445,000
Department Total	\$ 52,747,889	\$ 76,226,570	\$ 57,960,430	\$ 70,954,330	\$ 70,354,020

COMMUNITY SERVICES

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
General Fund	\$ 3,334,157	\$ 3,023,720	\$ 3,023,720	\$ 3,951,340	\$ 3,986,230
General Fund Earned Revenue	571,110	2,642,450	776,120	2,419,750	2,054,280
Miscellaneous Non-Federal Grants	51,531	500,000	500,000	500,000	650,000
Community Development Block Grant	7,128,712	10,308,000	6,759,700	11,277,360	10,936,810
Comprehensive Housing Grant	1,232,509	4,553,830	2,802,320	3,446,100	3,319,050
HOME Program	4,730,777	7,484,160	4,943,580	7,425,340	7,527,110
HOPE VI	4,321,295	14,608,320	2,531,430	2,249,860	1,469,000
Miscellaneous Federal Grants	920,692	863,410	944,710	1,651,400	1,366,810
Miscellaneous Federal Housing Grants	2,087,670	5,415,180	2,868,580	4,995,170	5,841,020
Public Housing - Section 8 Fund	21,291,198	21,518,560	25,084,790	23,828,220	23,743,420
Public Housing Conventional/ Development Fund	3,903,377	3,366,320	3,990,190	4,011,130	3,987,630
Public Housing Local Revenue	1,686,942	1,942,620	2,027,660	2,027,660	2,027,660
Operating Funds Total	\$ 51,259,970	\$ 76,226,570	\$ 56,252,800	\$ 67,783,330	\$ 66,909,020
CAPITAL FUNDS					
General Fund	\$ 190,000	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund - Restricted	79,476	-0-	-0-	-0-	-0-
General Fund Earned Revenue	735,000	-0-	-0-	-0-	-0-
Capital Agreements Fund	2,607	-0-	-0-	-0-	-0-
Community Development Block Grant	143,859	-0-	741,140	-0-	-0-
Comprehensive Housing Grant	-0-	-0-	-0-	70,000	140,000
HOPE VI	336,977	-0-	966,490	3,101,000	3,305,000
Capital Funds Total	\$ 1,487,919	\$ -0-	\$ 1,707,630	\$ 3,171,000	\$ 3,445,000
Department Total	\$ 52,747,889	\$ 76,226,570	\$ 57,960,430	\$ 70,954,330	\$ 70,354,020

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$67,783,330 reflects a decrease of \$8,443,240 from the Fiscal Year 2002 Adopted Budget, primarily in federal funding. The city has been very successful over the years in obtaining federal funds for housing and other community programs. As federal programs and projects such as the Santa Rosa HOPE VI project are completed, the city aggressively seeks federal funding for new programs. Other significant changes to expenditures are as follows:

- ◆ The city was awarded an additional \$2.3 million in Section 8 vouchers that will provide expanded rental assistance to low-income families.
- ◆ The Mayor and Council approved the Human Services Plan, which consolidates multiple city funding sources for human services into one area of oversight within Community Services. This will streamline the application and award process for community support programs and more specifically target limited resources to priority needs.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes funding of \$3,171,000 for Fiscal Year 2003, primarily for HOPE VI South Park and Robert F. Kennedy Homes Revitalization projects.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$66,909,020 includes a decrease of \$874,310 from Fiscal Year 2003. Continued completion of federal programs will reduce funding for two positions.

The capital budget includes an increase of \$274,000 to continue the Robert F. Kennedy Homes Revitalization and the South Park HOPE VI projects.

HOPE VI PROJECTS

The two HOPE VI projects—the Santa Rosa Neighborhood project and the South Park Neighborhood project—bring together many of the Livable Tucson Goals. HOPE VI is a U.S. Department of Housing and Urban Development Program designed to redevelop some of the country's most troubled and isolated housing developments. The goal of the City of Tucson's HOPE VI projects is not only to improve public housing development but to also improve the surrounding neighborhoods. The city has been working in the Santa Rosa neighborhood for four years, coordinating the efforts of several city departments to develop housing, infrastructure, community facilities, resident initiatives, and economic development. The work in the South Park neighborhood began last year and will be completed in Fiscal Year 2005.

Goal: Engaged Community and Responsive Government

- Both HOPE VI Revitalization Grant Applications were developed after numerous community meetings. Advisory committee meetings, neighborhood update meetings, and public housing resident meetings have been held on a regular basis since November 1996 for Santa Rosa and since November 2000 for South Park.

Goal: Caring, Healthy Families and Youth

- The HOPE VI projects call for an expansion of the existing Family Self-Sufficiency program with services provided on-site for current and future residents. The Family Self-Sufficiency program provides collaborative, community-based family case management services, and opportunities for education and job training that can lead to living wage work and affordable homeownership.
- The South Park HOPE VI project will provide facilities for a Prevention/Wellness Center on site. CODAC Behavioral Health Services will provide community mobilization and substance abuse prevention services.
- The South Park project, partnering with Pima County, will provide supportive services for neighborhood youth to help them complete school, find employment, and link with service providers to overcome at-risk behaviors.

Goal: People Oriented Neighborhoods

- The South Park HOPE VI project will make improvements to the neighborhood infrastructure including sidewalks and streetlights.
- The South Park project will create a Neighborhood Fund, which will be managed by a board of trustees consisting of neighborhood residents and stakeholders. This fund will support programming in the neighborhood, provide economic incentives to encourage the location or expansion of services and businesses, and support the individual economic development of families.

Goal: Reduced Poverty and Greater Equality of Opportunity

- Public housing residents in the South Park neighborhood will be given the choice of moving to other public housing units located throughout the city or taking a Section 8 voucher for rental assistance.
- Along with job opportunities for area residents, the economic development strategy includes stimulation of the underutilized commercial area in South Park.

Goal: Infill and Reinvestment, Not Urban Sprawl

- The South Park HOPE VI project will assist current homeowners in rehabilitating their existing homes. The project will also be making improvement to the public housing stock in the neighborhood.

DEPARTMENT ADMINISTRATION

MISSION STATEMENT: The Department Administration Division assists in the efficient and effective delivery of low-cost housing and community services for the citizens of Tucson by providing overall administration for the department, including program, financial, personnel, and computer management.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Manage processes that coordinate, measure progress, and ensure performance in achieving departmental goals.					
• Conduct project management, financial, and performance measures reviews	8	10	10	10	10
• Produce monthly expenditure reports	12	12	12	12	12
Spend federal funds on locally determined projects within program guidelines as soon as effectively possible with Community Development Block Grant (CDBG) and HOME grant fiscal year expenditures equal to or exceeding the annual entitlement amounts.					
• Community Development Block Grant	96%	100%	100%	100%	100%
• HOME grant	130%	100%	100%	100%	100%
Key Outcomes					
Produce housing and community services by spending federal funds within the rules and regulations as determined by the annual Single Audit Act, with a goal of two or fewer “findings”.					
• Number of findings	2	-0-	2	2	2
Secure program funding from the private and public sector to increase community resources for affordable housing and Community Services Department programs.					
• Number of commitments secured	7	12	12	12	12
• Amount of commitments secured (\$000s)	\$ 14,272	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000

COMMUNITY SERVICES

Department Administration (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Manage department programs to the satisfaction of agencies, clients, and employees.					
• Percent of surveys with rating of “satisfactory” or better	85%	80%	80%	80%	80%
Manage department resources to ensure that major programs, projects, and services are produced effectively, on time, and within budget.					
• Low Rent housing at 97% occupancy	98%	97%	97%	97%	97%
• Section 8 housing at 100% occupancy	98%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	10.00	10.00	10.00	10.00	10.00
Financial Resources					
General Fund	\$ 192,753	\$ 126,560	\$ 126,560	\$ 148,550	\$ 116,830
General Fund Earned Revenue	50,000	57,000	50,000	-0-	-0-
Community Development Block Grant	400,921	467,680	567,680	695,180	608,680
HOPE VI	19,730	105,000	21,000	96,000	69,000
Public Housing Conventional/Development Fund	52,030	52,120	52,120	75,620	52,120
Public Housing - Section 8 Fund	121,989	137,290	137,290	137,290	137,290
HOME Program	20,000	21,200	21,200	21,200	21,200
Comprehensive Housing Grant	16,060	16,510	16,510	33,020	33,020
Miscellaneous Federal Housing Grants	10,000	5,000	10,000	10,000	20,000
Financial Resources Total	<u>\$ 883,483</u>	<u>\$ 988,360</u>	<u>\$ 1,002,360</u>	<u>\$ 1,216,860</u>	<u>\$ 1,058,140</u>

HOUSING MANAGEMENT

MISSION STATEMENT: The Housing Management Division manages city-owned rental housing for low-income households by ensuring that properties are maintained at a high quality standard, by being responsive to neighborhood concerns, and by promoting tenant self-sufficiency.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Maintain a high occupancy rate for available public housing units.					
• Number of available units	1,364	1,463	1,424	1,455	1,455
• Occupancy rate	98%	97%	97%	97%	97%
Maintain a constant level of participation in the Family Self-Sufficiency (FSS) program.					
• Number of participants	N/A	N/A	225	225	225
Assist FSS participants in attaining first time or higher paying jobs to encourage future homeownership.					
• Percent of client caseload with FSS escrow savings accounts	N/A	N/A	50%	50%	50%
Obtain leveraged funding from community and private support for HOPE VI South Park Revitalization Project (\$000s).	N/A	\$ 800	\$ -0-	\$ 7,000	\$ 20,000
Acquire or construct housing replacement units for HOPE VI South Park Revitalization Project.	N/A	N/A	N/A	10	44
Key Outcomes					
Collect accounts receivable (tenant rent).					
• Percent collected	97%	97%	97%	97%	97%
Maintain viable housing stock that meets neighborhood standards through the Capital Fund Program.					
• Number of units maintained and improved	236	723	684	500	500
• Amount spent (\$000s)	\$ 1,021	\$ 721	\$ 1,345	\$ 1,345	\$ 1,345

COMMUNITY SERVICES

Housing Management (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Assist clients in the FSS program to meet their individual training and service plan goals.					
• Percent of clients meeting goals	78%	77%	75%	75%	75%
Provide effective case management to ensure that FSS participants become eligible to receive any funds accrued in their FSS escrow saving accounts.					
• Number of successful graduates	N/A	N/A	27	33	33

RESOURCE SUMMARY

Position Resources	66.00	66.00	67.00	67.00	67.00
Financial Resources					
General Fund	\$ 488,527	\$ 295,980	\$ 295,980	\$ 256,980	\$ 259,270
General Fund Earned Revenue	-0-	1,976,700	157,370	1,782,350	1,364,280
Community Development Block Grant	10,000	10,000	20,000	10,000	10,000
HOPE VI	4,301,565	14,479,320	2,486,430	2,058,860	1,342,400
Public Housing Conventional/ Development Fund	3,771,641	3,230,370	3,854,240	3,851,680	3,851,680
Public Housing Local Revenue	1,686,942	1,942,620	2,027,660	2,027,660	2,027,660
Public Housing - Section 8 Fund	75,825	77,940	106,130	186,360	82,280
Comprehensive Housing Grant	1,087,455	4,454,310	2,602,800	3,230,070	3,103,020
Miscellaneous Federal Housing Grants	394,779	1,042,860	917,690	1,080,790	1,069,210
Miscellaneous Federal Grants	-0-	-0-	81,470	788,170	503,580
Financial Resources Total	<u>\$ 11,816,734</u>	<u>\$ 27,510,100</u>	<u>\$ 12,549,770</u>	<u>\$ 15,272,920</u>	<u>\$ 13,613,380</u>

TECHNICAL SERVICES

MISSION STATEMENT: The Technical Services Division promotes, facilitates, administers, and funds programs and projects to preserve, upgrade, and expand the supply of affordable housing and ensures the effective use of available resources for the delivery of community services and the expansion of community facilities.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide financial and/or technical assistance to low/moderate income families.					
• Acquire affordable housing units					
◇ Number of units	48	10	96	25	20
◇ Dollar value (\$000s)	\$ 802	\$ 300	\$ 200	\$ 875	\$ 700
• Construct affordable housing					
◇ Number of units	88	60	212	81	114
◇ Dollar value (\$000s)	\$ 1,456	\$ 4,700	\$ 3,976	\$ 6,480	\$ 9,120
• Rehabilitate affordable housing					
◇ Number of units	495	447	804	600	600
◇ Dollar value (\$000s)	\$ 1,703	\$ 2,445	\$ 2,069	\$ 3,000	\$ 3,000
Ensure effective distribution of non-local resources by contracting with and monitoring social service agency performance and providing technical assistance for program development and capacity building.					
• Number of contracts	116	110	144	160	160
• Amount of contracted funds (\$000s)	\$ 5,647	\$ 4,470	\$ 9,841	\$ 3,000	\$ 3,000
Key Outcomes					
Expand the supply of affordable housing in the community.					
• Number of additional housing units produced	1,077	1,000	1,000	1,000	1,000
Strengthen neighborhoods through increased homeownership opportunities and develop affordable homeownership opportunities in "Homeownership Zones."					
• Number of homebuyers assisted	76	80	301	120	120

COMMUNITY SERVICES

Technical Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Enhance the quality of life for low-income residents by supporting local social service agencies and expanding community facilities.					
• Percent of contracted performance measures met by service agencies	98%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	28.00	28.00	28.00	28.00	28.00
Financial Resources					
General Fund*	\$ 2,436,739	\$ 2,426,550	\$ 2,426,550	\$ 3,410,430	\$ 3,473,570
General Fund Earned Revenue	521,110	580,000	540,000	637,400	690,000
Community Development Block Grant	5,313,393	7,585,650	4,434,990	8,303,590	8,089,740
HOPE VI	-0-	24,000	24,000	95,000	57,600
HOME Program	3,984,005	6,736,650	4,263,260	6,793,280	6,895,050
Comprehensive Housing Grant	128,994	83,010	183,010	183,010	183,010
Miscellaneous Federal Housing Grants	1,079,638	1,943,620	1,164,390	1,475,740	3,159,840
Miscellaneous Federal Grants	756,589	701,040	701,690	701,690	701,690
Miscellaneous Non-Federal Grants	51,531	500,000	500,000	500,000	650,000
Financial Resources Total	<u>\$ 14,271,999</u>	<u>\$ 20,580,520</u>	<u>\$ 14,237,890</u>	<u>\$ 22,100,140</u>	<u>\$ 23,900,500</u>

*The Mayor and Council approved the Human Services Plan, which consolidates multiple city funding sources for human services into one area of oversight within Community Services beginning in Fiscal Year 2003.

HOUSING ASSISTANCE

MISSION STATEMENT: The Housing Assistance Division provides Section 8 rental assistance in the private market to eligible low-income individuals and families so that they may live in safe, decent, sanitary, and affordable housing. The division researches and develops new rent subsidy programs to increase the affordable housing stock in the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Accept housing applications to maintain the required level of occupancy for the Section 8 and Public Housing Programs.					
• Number of Section 8 applications accepted	1,937	1,600	5,000	-0-*	3,000
• Number of public housing applications accepted	1,963	2,400	2,400	2,400	2,400
Comply with program indicators (e.g. reasonable rent, housing quality inspections) as specified under the Department of Housing and Urban Development, Section 8 Management Assessment Program (SEMAP).	97%	90%	95%	97%	97%
Annually inspect all occupied units to ensure that families are housed in decent, safe, and sanitary conditions.					
• Number of units inspected	4,812	3,923	3,973	4,612	4,612
Fully utilize available federal resources for eligible clients by maintaining a 100% occupancy level.	98%	100%	100%	100%	100%
Provide quarterly training and/or information to property owners to encourage participation by owners of units located outside areas of poverty or minority concentration and to increase/maintain affordable housing in the community.					
• Number of training sessions	2	4	4	4	4

*Section 8 applications will not be accepted in Fiscal Year 2003 because sufficient applications were attained in Fiscal Year 2002 for two years.

COMMUNITY SERVICES

Housing Assistance (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Meet the housing assistance needs of eligible families in partnership with private rental businesses.					
• Number of families assisted	3,787	3,923	3,973	4,380	4,380
• Number of landlords in program	1,420	1,420	1,420	1,430	1,430
• Amount of rent subsidies provided (\$000s)	\$ 18,452	\$ 19,240	\$ 22,000	\$ 24,000	\$ 24,000
Obtain a rating on housing services of “satisfactory” or better from participating families.					
• Percent of families awarding desired rating	91.4%	80.0%	80.0%	80.0%	80.0%

RESOURCE SUMMARY

Position Resources	36.00	35.00	36.00	36.00	36.00
Financial Resources					
General Fund	\$ 55,050	\$ 22,460	\$ 22,460	\$ -0-	\$ -0-
General Fund Earned Revenue	-0-	28,750	28,750	-0-	-0-
Public Housing Conventional/ Development Fund	79,706	83,830	83,830	83,830	83,830
Public Housing - Section 8 Fund	21,093,384	21,303,330	24,841,370	23,504,570	23,523,850
Miscellaneous Federal Housing Grants	603,253	2,423,700	746,500	2,428,640	1,591,970
Financial Resources Total	<u>\$ 21,831,393</u>	<u>\$ 23,862,070</u>	<u>\$ 25,722,910</u>	<u>\$ 26,017,040</u>	<u>\$ 25,199,650</u>

COMMUNITY CONSERVATION AND DEVELOPMENT

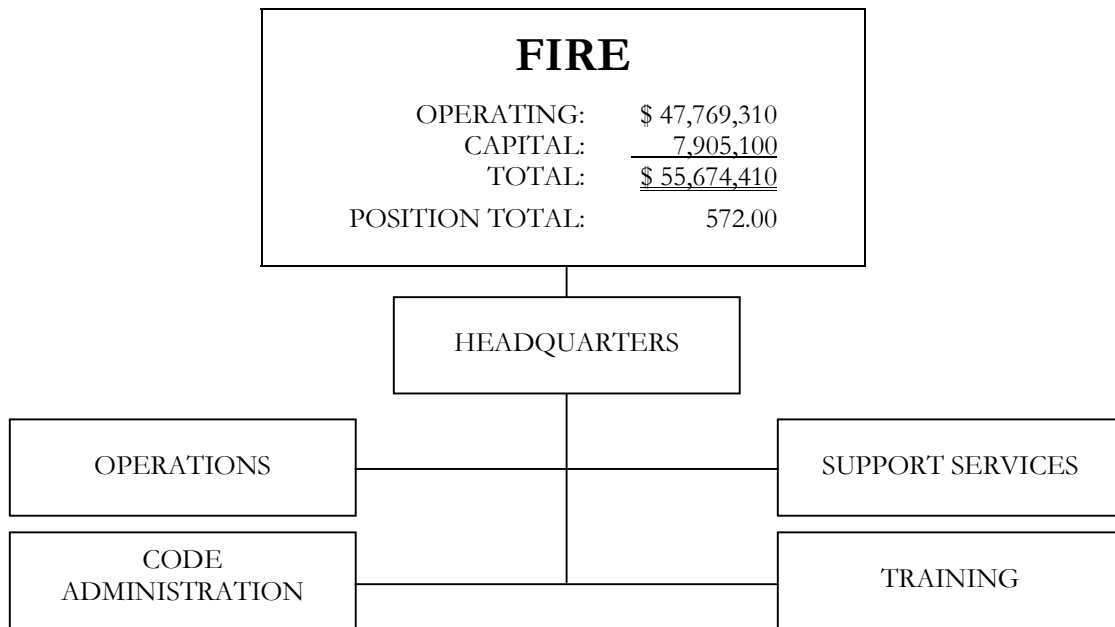
MISSION STATEMENT: The Community Conservation and Development Division develops and implements housing programs that assist low- and moderate-income individuals and families by eliminating poor housing conditions in order to improve neighborhoods for the citizens of Tucson.

KEY MEASURES OF PERFORMANCE

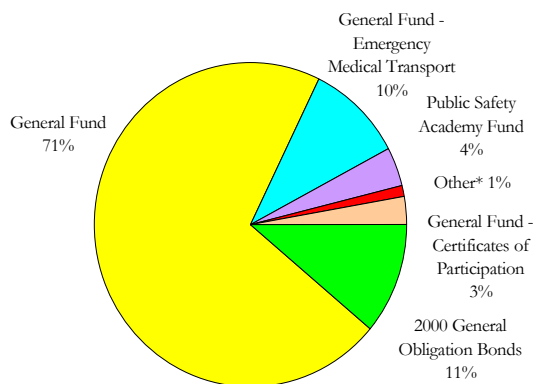
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Complete repairs to homes occupied by low- and moderate-income families.					
• Emergency home repairs	56	77	72	75	75
• Other repair programs	150	157	155	139	139
• Repairs in target neighborhoods and initiatives	6	10	26	26	26
• Repairs in Back to Basics neighborhoods	-0-	13	28	45	45
Maintain the amount of private funding for home repair programs to complement public funding reductions.					
• Amount of public funding (\$000s)	\$ 2,334	\$ 2,172	\$ 2,014	\$ 2,014	\$ 2,014
• Amount of private funding (\$000s)	\$ 560	\$ 800	\$ 500	\$ 500	\$ 500
Key Outcomes					
Provide better housing and living conditions to low- and moderate-income families by eliminating health and safety hazards in the home.					
• Number of families served	212	257	282	305	305
Demolish vacant, dilapidated, and hazardous structures in cooperation with other city agencies.					
• Number of structures demolished	7	5	5	5	5

RESOURCE SUMMARY

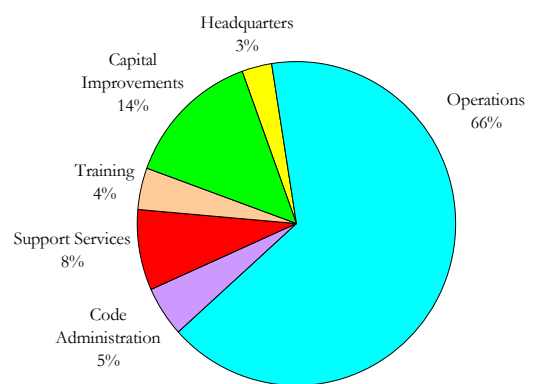
Position Resources	17.00	16.00	16.00	16.00	14.00
Financial Resources					
General Fund	\$ 161,088	\$ 152,170	\$ 152,170	\$ 135,380	\$ 136,560
Community Development Block Grant	1,404,398	2,244,670	1,737,030	2,268,590	2,228,390
HOME Program	726,772	726,310	659,120	610,860	610,860
Miscellaneous Federal Housing Grants	-0-	-0-	30,000	-0-	-0-
Miscellaneous Federal Grants	164,103	162,370	161,550	161,540	161,540
Financial Resources Total	\$ 2,456,361	\$ 3,285,520	\$ 2,739,870	\$ 3,176,370	\$ 3,137,350



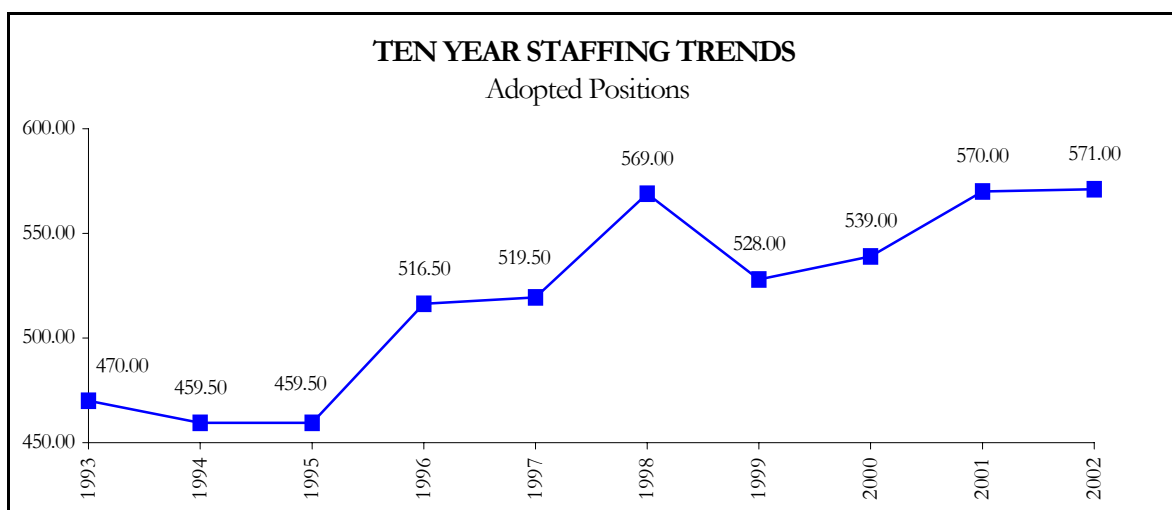
FINANCING PLAN



PROGRAM ALLOCATION



*Miscellaneous Non-Federal Grants (<1%), Miscellaneous Federal Grants (<1%)



FIRE

MISSION STATEMENT: To protect the community from fire, hazardous materials, natural disasters, and other emergencies generated by human acts or nature and to serve the community through comprehensive life safety and property conservation awareness programs that reduce loss of life, protect property, and reduce damage to the environment.

OVERVIEW

All emergency and non-emergency services are developed, maintained, and provided by highly trained professionals dedicated to excellence.

In order to carry out its mission effectively, the Tucson Fire Department is organized into five divisions: Headquarters, Operations, Code Administration, Support Services, and Training. Headquarters provides direction and policy to the entire department. The Operations Division protects the lives and property of the citizens of Tucson by responding to emergencies, performing inspections, and presenting public education programs to increase fire and life safety awareness in the community. The Code Administration Division promotes public safety by administering fire codes and standards, conducting building inspections, enforcing compliance of code requirements, and investigating suspicious fires. Public education efforts include injury prevention, child safety, at-risk behaviors, and safety equipment information. The Support Services Division supports the other divisions by procuring and distributing supplies and equipment, and keeping all vehicles and equipment in a fully functional condition. The Training Division provides training for new and existing Fire Department personnel to ensure well-trained public servants. The division is also developing a regional training program to provide standardized and specialized training to regional fire districts and agencies.

DEPARTMENT HIGHLIGHTS

The Fire Department constructed a new station at the Public Safety Training Academy that was completed in March 2002 to house a paramedic engine company. Future plans include the addition of a paramedic company and a ladder company. This station services the expanding city limits in the southeast part of the community.

Construction of an Aircraft Rescue and Firefighting Facility (ARFF) will be completed at the Public Safety Training Academy. This facility will offer required training for regional airport fire fighters.

The groundwork has been laid for advanced life support delivery that will eventually include a paramedic on every engine and ladder company. A six-month pilot program for paramedic assessment units (PAUs) completed in April 2001 showed an increased capability of accurate initial assessment of patients that decreased the demand on ambulances. Currently there are six PAUs in service with plans to convert four companies each fiscal year.

New automated personnel staffing system software will allow the automated call back of emergency personnel for daily staffing of fire companies and significant incidents.

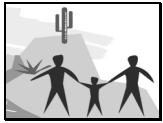
SUPPORT FOR LIVABLE TUCSON GOALS

**Goal: Safe Neighborhoods**

The Tucson Fire Department responds to all fire and medical calls and maintains an average response time of 4.6 minutes. Fire crews maintain a high profile in neighborhoods and schools to foster safety and a sense of security, and each station is designated as a safe-house. The department provides home safety inspections upon request and provides and installs smoke detectors to families in need. The department also performs fire prevention inspections for businesses.

**Goal: Caring, Healthy Families and Youth**

The Tucson Fire Department promotes numerous childhood safety and injury prevention programs such as bike safety rodeos, drowning prevention, and pedestrian, fire, and seasonal safety themes. The department uses a fire safety trailer to teach children how to safely evacuate a building that is on fire. Bike helmets and infant/child car seats are provided to children of low-income families, along with instruction on proper wear/installation. Adopt-A-School programs for third graders and pre-school age children teach them about fire safety. The Juvenile Firesetters Program is delivered to a target group of at-risk youth and includes a mental health evaluation component to better evaluate those who need services. The department participates in a Cadet program, to provide young people with the knowledge and skills necessary to enter public service as a career. The department also participates in the city's Internal Youth Policy Team with the Police, Parks and Recreation, Library, Community Services, and Neighborhood Resources Departments.

**Goal: Protected Natural Desert Environment**

The Tucson Fire Department coordinates the clean up of hazardous materials found on public lands when no responsible party can be found. The department trains city employees and distributes materials needed to clean up small spills of potentially dangerous materials on city property. The department also assists businesses which helps achieve voluntary compliance with applicable fire codes and hazardous materials handling processes. In addition, the department helps prevent the destruction of desert vegetation by effectively fighting wildfires.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Headquarters	12.00	13.00	14.00	14.00	14.00
Operations	469.00	482.00	482.00	482.00	503.00
Code Administration	36.00	36.00	36.00	36.00	36.00
Support Services	29.00	29.00	28.00	29.00	29.00
Training	10.00	11.00	11.00	11.00	11.00
Department Total	556.00	571.00	571.00	572.00	593.00

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
COMMISSIONED OFFICERS BY CLASSIFICATION					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Battalion Chief - Assignment: Assistant Fire Chief	5.00	5.00	5.00	5.00	5.00
Fire Battalion Chief - Assignment Staff	5.00	6.00	6.00	6.00	6.00
Fire Battalion Chief	12.00	12.00	12.00	12.00	12.00
Fire Captain - Assignment: Eight Hour	6.00	7.00	7.00	7.00	7.00
Fire Captain - Assignment: Training Officer	3.00	5.00	5.00	5.00	5.00
Fire Captain - Assignment: Hazardous Material/Technical Rescue Team	15.00	15.00	15.00	15.00	15.00
Fire Captain	79.00	88.00	88.00	88.00	92.00
Fire Engineer - Assignment: Hazardous Material/Technical Rescue Team	18.00	18.00	18.00	18.00	18.00
Paramedic - Assignment: Hazardous Material/Technical Rescue Team	12.00	12.00	12.00	12.00	12.00
Fire Prevention Inspector - Assignment: Hazardous Material/Technical Rescue Team	6.00	6.00	6.00	6.00	6.00
Fire Engineer	77.00	81.00	81.00	81.00	84.00
Paramedic	72.00	76.00	76.00	96.00	103.00
Fire Prevention Inspector	16.00	20.00	19.00	19.00	19.00
Fire Fighter - Assignment: Hazardous Material/Technical Rescue Team	30.00	30.00	30.00	30.00	30.00
Fire Fighter	142.00	145.00	145.00	125.00	132.00
Commissioned Officers Total	499.00	527.00	526.00	526.00	547.00

FINANCIAL SUMMARY

Headquarters	\$ 1,310,768	\$ 1,641,880	\$ 1,601,880	\$ 1,580,210	\$ 1,569,840
Operations	31,575,769	34,338,910	33,890,910	36,849,910	38,395,910
Code Administration	2,555,586	2,704,040	2,704,040	2,883,990	2,992,090
Support Services	3,494,919	5,137,580	5,137,580	4,476,420	5,401,630
Training	1,282,405	1,656,750	1,656,750	1,978,780	2,084,270
Operating Total	40,219,447	45,479,160	44,991,160	47,769,310	50,443,740
Capital Improvements	273,886	9,079,200	4,134,400	7,905,100	5,998,000
Department Total	\$ 40,493,333	\$ 54,558,360	\$ 49,125,560	\$ 55,674,410	\$ 56,441,740

FIRE**Department Resources (Continued)**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 34,867,467	\$ 37,431,370	\$ 37,431,370	\$ 40,370,650	\$ 42,883,990
Services	2,814,819	4,467,320	4,319,320	4,038,570	4,758,550
Commodities	1,545,731	2,918,920	2,918,920	2,617,070	2,420,760
Equipment	991,430	1,642,900	1,302,900	885,000	1,504,000
Inter-Activity Transfers	-0-	(981,350)	(981,350)	(141,980)	(1,123,560)
Operating Total	40,219,447	45,479,160	44,991,160	47,769,310	50,443,740
Capital Improvements	273,886	9,079,200	4,134,400	7,905,100	5,998,000
Department Total	\$ 40,493,333	\$ 54,558,360	\$ 49,125,560	\$ 55,674,410	\$ 56,441,740

SOURCE OF FUNDS**OPERATING FUNDS**

General Fund	\$ 34,846,877	\$ 39,172,410	\$ 37,884,410	\$ 39,372,960	\$ 42,241,750
General Fund - Emergency Medical Transport	4,059,000	3,800,000	4,600,000	5,800,000	5,800,000
Public Safety Academy Fund	1,282,405	1,656,750	1,656,750	1,946,350	2,051,990
Miscellaneous Non-Federal Grants	-0-	350,000	350,000	350,000	350,000
Miscellaneous Federal Grants	31,165	500,000	500,000	300,000	-0-
Operating Funds Total	\$ 40,219,447	\$ 45,479,160	\$ 44,991,160	\$ 47,769,310	\$ 50,443,740

CAPITAL FUNDS

Public Safety Academy Fund	\$ 45,482	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund - Certificates of Participation	106,649	3,142,500	1,552,500	1,590,000	-0-
Miscellaneous Non-Federal Grants	228	75,700	75,000	-0-	-0-
Miscellaneous Federal Grants	30,286	523,800	523,800	-0-	-0-
1984 General Obligation Bonds	26,901	40,200	40,200	-0-	-0-
1994 General Obligation Bonds	39,355	75,000	75,000	-0-	-0-
2000 General Obligation Bonds	24,985	5,222,000	1,867,900	6,315,100	5,998,000
Capital Funds Total	\$ 273,886	\$ 9,079,200	\$ 4,134,400	\$ 7,905,100	\$ 5,998,000
Department Total	\$ 40,493,333	\$ 54,558,360	\$ 49,125,560	\$ 55,674,410	\$ 56,441,740

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$47,769,310 reflects an increase of \$2,290,150 from the Fiscal Year 2002 Adopted Budget, including a net increase of one position. An increase in the emergency medical transport rate is expected to generate \$1,848,000 in revenues. The significant changes to expenditures are as follows:

- ◆ A one-year deferral of apparatus replacement will result in a savings of \$803,000.
- ◆ Additional savings are included for fuel and vehicle maintenance.
- ◆ Reductions in the size of the recruit class and the paramedic class, together with other cuts in staff travel and training will save a total of \$80,500.
- ◆ In response to increasing workloads, a senior account clerk and a heavy equipment mechanic have been added. At the same time a fire inspector related to annexation has been eliminated.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget is decreased \$1,174,100 for a Fiscal Year 2003 budget of \$7,905,100 based on completion of city bond funded projects.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$50,443,740 includes an increase of \$2,674,430 from Fiscal Year 2003. Approximately 50% of this increase is due to pay adjustments and other personal service costs. Other significant changes include:

- ◆ Opening of a new fire station at mid-year with an engine company and a paramedic company staffed by 21 officers will cost \$685,520.
- ◆ Resumption of apparatus replacement deferred from Fiscal Year 2003 adds \$803,000.

Continued implementation and completion of city bond projects result in a further decrease of \$1,907,100 in the Fiscal Year 2004 Capital Budget.

FIRE**HEADQUARTERS**

MISSION STATEMENT: The Headquarters Division provides direction and policy to ensure the prevention and extinguishment of fires, and the provision of emergency medical services, environmental protection, and code enforcement to the community; and responsibly administers all fiscal operations and personnel policies, procedures, and actions.

The Advanced Life Support Cost Recovery Section recovers partial costs of advanced life support ambulance services to the community, and ensures paperwork is complete for billing purposes.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Manage and maintain the facilities, equipment, and fire and support personnel to provide fire protection, medical response, and other services to the community.					
• Number of fire stations	17	18	18	18	18
• Number of engine companies	18	19	18	18	18
• Number of paramedic/engine companies	-0-	-0-	1	1	1
• Number of paramedic companies	12	13	12	12	12
• Number of ladder companies	7	8	7	7	7
• Number of commissioned department personnel	499	527	526	526	547
• Number of non-commissioned department personnel	57	44	45	46	46
Submit invoices for advanced life support ambulance transports.	16,823	17,000	17,320	17,840	18,375
Key Outcomes					
Provide additional and/or upgraded facilities/companies to serve the community.	1	6	-0-	-0-	-0-
Recover costs for advanced life support/ambulance service.					
• Collection rate	84%	80%	80%	80%	80%
• Dollars collected (\$000s)	\$ 4,059	\$ 3,800	\$ 4,600	\$ 5,800	\$ 6,032

RESOURCE SUMMARY

Position Resources	12.00	13.00	14.00	14.00	14.00
Financial Resources					
General Fund	\$ 1,310,768	\$ 1,641,880	\$ 1,601,880	\$ 1,580,210	\$ 1,569,840

OPERATIONS

MISSION STATEMENT: The Operations Division protects the lives and property of the citizens of Tucson by responding promptly to all fire and medical emergencies with an adequate number of personnel, equipment, and consistent use of up-to-date tactics and strategies needed to mitigate those emergencies. It ensures the public's safety through a comprehensive program of pre-fire planning inspections, and presentation of public education programs that increase fire and life safety awareness in the community. It manages resources to effectively meet the evolving emergency medical needs of the community.

Through use of continuous training and educational programs for paramedics and emergency medical technicians, participation in medical research projects, and utilization of the most current medical equipment and technologies, the public is ensured of receiving first-rate professional emergency medical services.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Answer emergency calls.	65,779	67,000	67,000	69,000	71,000
Respond to structure fires.	254	300	270	277	286
Respond to requests for paramedic services.	28,899	33,200	33,200	35,100	36,200
Respond to calls concerning people experiencing cardiac arrests.	428	470	470	495	644
Key Outcomes					
Respond to emergency calls by arriving at scene within five minutes of dispatch (average response time is 4.6 minutes).					
• Percent of timely response	83%	100%	95%	95%	95%
Arrive at scene within eight minutes of dispatch for advanced life support response (American Heart Association standard). Average response time is 5.5 minutes.					
• Percent of timely response	87%	90%	85%	85%	85%
Provide cardiopulmonary resuscitation for citizens suffering cardiac arrest.					
• Percent of patients saved that were suffering bystander-witnessed cardiac arrests	46%	20%	40%	40%	40%
• Number of those lives saved	8	22	11	14	16
• Percent of patients saved that were suffering cardiac arrests not witnessed by bystanders	19%	14%	20%	20%	20%
• Number of those lives saved	5	14	8	11	14

FIRE**Operations (Continued)****RESOURCE SUMMARY**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	469.00	482.00	482.00	482.00	503.00
Financial Resources					
General Fund	\$ 27,485,604	\$ 30,038,910	\$ 28,790,910	\$ 30,749,910	\$ 32,595,910
General Fund - Emergency Medical Transport	4,059,000	3,800,000	4,600,000	5,800,000	5,800,000
Miscellaneous Federal Grants	31,165	500,000	500,000	300,000	-0-
Financial Resources Total	<u>\$ 31,575,769</u>	<u>\$ 34,338,910</u>	<u>\$ 33,890,910</u>	<u>\$ 36,849,910</u>	<u>\$ 38,395,910</u>

CODE ADMINISTRATION

MISSION STATEMENT: The Code Administration Division promotes public safety by administering fire codes and standards, conducting regular building inspections, and providing prompt detection and enforced compliance of code violations. The division ensures compliance with federal and state regulations regarding fire and environmental hazards through extensive inspection, enforcement, reporting, and cooperation with responsible agencies to promote and maintain a safer community. The division addresses major health and safety risk areas such as injury prevention, child safety, safety equipment, juvenile firesetters, and other educational opportunities.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Conduct fire code inspections on commercial buildings.

• Number inspected	3,143	2,550	3,150	3,200	3,200
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Provide safety/educational classes to the community.	448	500	525	500	500
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Respond to all fire code complaints from citizens.

• Number of complaints	592	600	600	600	600
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Key Outcomes

Promote public safety through fire code enforcement.

• Percent of commercial buildings inspected	12%	12%	12%	12%	12%
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• Percent of citizen code complaints addressed within five days	100%	100%	100%	100%	100%
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Promote public safety through public education.

• Number of community contacts through educational programs	121,630	90,000	81,000	81,000	81,000
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Code Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	36.00	36.00	36.00	36.00	36.00
Financial Resources					
General Fund	\$ 2,555,586	\$ 2,354,040	\$ 2,354,040	\$ 2,533,990	\$ 2,642,090
Miscellaneous Non-Federal Grants	-0-	350,000	350,000	350,000	350,000
Financial Resources Total	\$ 2,555,586	\$ 2,704,040	\$ 2,704,040	\$ 2,883,990	\$ 2,992,090

SUPPORT SERVICES

MISSION STATEMENT: The Support Services Division maintains adequate inventories of organizational supplies and equipment; distributes supplies as required to sustain around-the-clock routine and emergency operations; maintains all vehicles and equipment in a fully functional condition to ensure safe, consistent, and prompt responses of emergency field operations. The division seeks to reduce the crime of arson by conducting comprehensive investigations of all suspicious fires, securing all available evidence for prosecution by the responsible agency, and promoting fire safety and prevention education for all citizens.

The division oversees the collection, storage, and dissemination of all fire department data management and information needs. It provides support to all Tucson Fire Department divisions by designing, maintaining, and supplying specialized mapping and drawing information. The Management Information Section ensures the quality control and integrity of data for the fire data management systems, and administers and manages the department's computers and network.

The division provides an organizational framework to enable all members to operate in a safe and healthy work environment. The division develops a prevention program to reduce the incidence and severity of accidents, injuries, and occupational illnesses.

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform preventive maintenance checks on all fire apparatus and support equipment.

• Number of preventive maintenance checks done	868	655	655	904	942
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Perform unscheduled and emergency repairs on all front-line apparatus.

• Number of repairs	1,335	1,320	1,320	1,460	1,520
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FIRE

Support Services (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Investigate fires to determine cause and origin.					
• Number of fires investigated	438	460	460	480	500
Provide services for management information (includes drafting, records, and computer hardware and software).					
• Number of requests	7,500	4,680	7,725	7,957	8,196
Coordinate medical/physical evaluations for all uniform members.					
• Number of medical/physical evaluations completed	499	N/A	515	530	530
Investigate/review infectious disease exposures.					
• Number of members exposed	112	N/A	110	110	110
• Number of exposure incidents	55	N/A	45	50	50
Key Outcomes					
Ensure that front-line apparatus and equipment is available at all times.					
• Percent of apparatus available	91%	90%	90%	90%	90%
• Percent of equipment available	99%	90%	90%	90%	90%
Report fires determined to be arson to Tucson Police Department.	219	230	240	250	260
Identify fire fighters needing aerobic capacity/cardiac function improvement.					
• Percent needing improvement	18%	N/A	17%	16%	15%

RESOURCE SUMMARY

Position Resources	29.00	29.00	28.00	29.00	29.00
Financial Resources					
General Fund	\$ 3,494,919	\$ 5,137,580	\$ 5,137,580	\$ 4,476,420	\$ 5,401,630

TRAINING

MISSION STATEMENT: The Training Division ensures that the uniformed members of the Tucson Fire Department are highly trained and qualified at both the entry- and incumbent-levels. It provides career-enhancement opportunities for all members to ensure well-trained public servants.

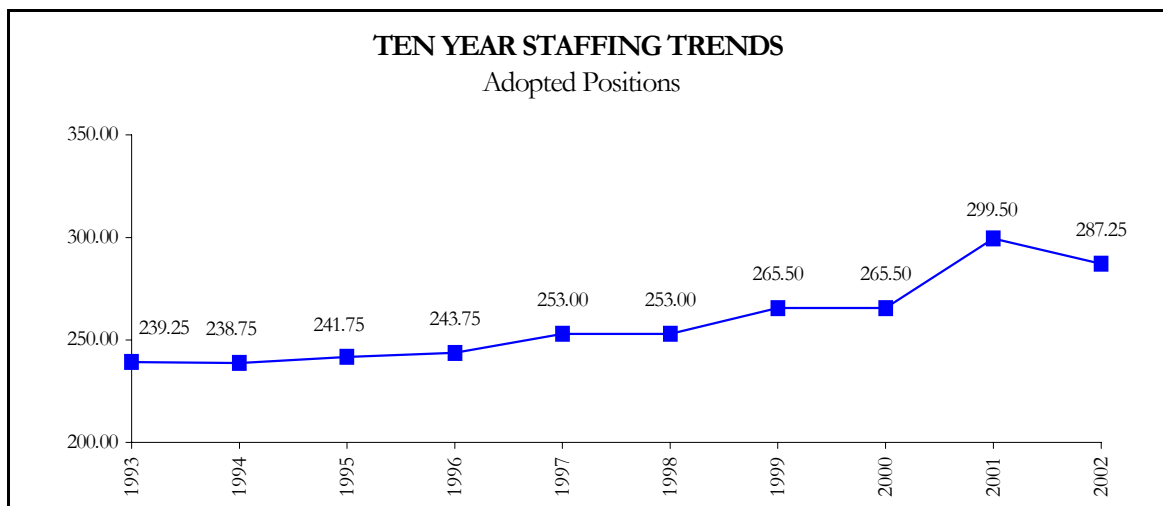
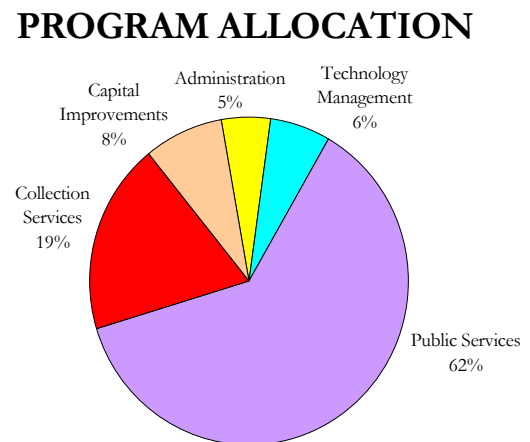
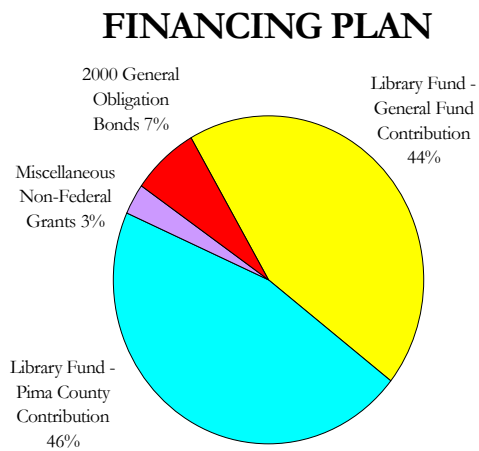
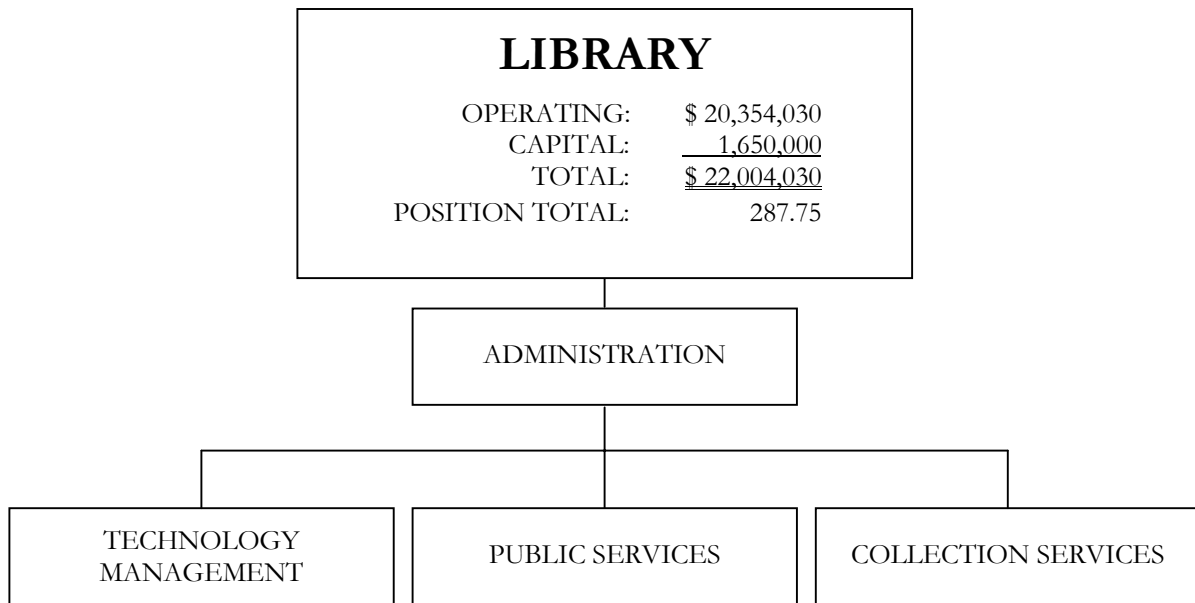
Fire fighter, driver operator, and aircraft rescue and firefighting training offered to other fire departments, districts, and agencies providing those kinds of services will serve to make the City of Tucson Public Safety Training Academy a regional training facility.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Train new recruits to be qualified fire fighters.					
• Number of recruits	50	50	25	50	50
• Hours of training per recruit	848	800	848	848	848
Provide continuing education classes for uniformed members.					
• Hours of training	48	48	48	48	48
• Number of personnel	499	565	526	526	526
Provide advanced driver training and refresher courses to department members.					
• Hours of training	24	24	24	24	24
• Number of employees	93	50	85	170	125
Key Outcomes					
Enhance staff capability through training and education.					
• Percent of qualified recruits graduating	80%	80%	82%	78%	78%
• Total hours of continuing education	23,952	27,120	25,248	27,120	28,800
• Total hours of driver training	2,232	1,200	2,040	4,080	3,000

RESOURCE SUMMARY

Position Resources	10.00	11.00	11.00	11.00	11.00
Financial Resources					
General Fund	\$ -0-	\$ -0-	\$ -0-	\$ 32,430	\$ 32,280
Public Safety Academy Fund	1,282,405	1,656,750	1,656,750	1,946,350	2,051,990
Financial Resources Total	\$ 1,282,405	\$ 1,656,750	\$ 1,656,750	\$ 1,978,780	\$ 2,084,270



LIBRARY

MISSION STATEMENT: To provide City of Tucson and Pima County residents free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

OVERVIEW

The Library Department provides access to information, promotes literacy and a love of reading, and supports lifelong learning, through collections of materials and computer resources in 22 permanent facilities, a variety of outreach activities, and by providing staff to assist customers with materials and services. Library services are provided to all Pima County residents through an intergovernmental agreement between the City of Tucson and the Pima County Free Library District and in partnership with other community information providers. The divisions within the department are Administration, Technology Management, Public Services and Collection Services.

DEPARTMENT HIGHLIGHTS

The Library Department will allocate \$2,788,760 to expand its collection of books, periodicals, and records.

The Library Department completed the second year of a three-year, \$400,000 grant from the Wallace-Reader's Digest Funds to provide low-income youth improved educational and career development opportunities. The grant will finish in October 2002.

Through a community-supported strategic plan, the Library Department developed a vision statement, core values, and the following six strategic directions for the 21st century:

- Begin with Books and Reading
- Put Children and Youth First
- Celebrate Culture and the Arts
- Promote Strong Neighborhoods
- Enhance Economic Development and Support Economic Advancement
- Use Library Information Technology to Bridge the "Information Gap"

The Library Department is working with the Town of Oro Valley and Pima County to build a 15,000 square-foot library in Oro Valley, projected to open in August 2002. Under construction is the 10,000 square foot Quincie Douglas Branch, scheduled to open in January 2004 at 36th St. and Kino Boulevard. Also, planning continues for the Midtown Library and Learning Center, in conjunction with the Parks and Recreation Department.

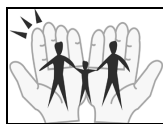
Computer labs at South Tucson Library and Green Valley Library opened in the fall of 2001. In January 2002, El Pueblo Library moved to a larger building at the El Pueblo Neighborhood Center, and the Santa Rosa Learning Center in the Santa Rosa Neighborhood opened. The Miller-Golf Links Branch Library expansion is scheduled for completion by July 2002.

SUPPORT FOR LIVABLE TUCSON GOALS***Goal: Caring, Healthy Families and Youth***

The Library Department has several programs that target youth and families such as Project LIFT (Literacy Involves Families Together), which brings families together to promote reading as a positive recreational activity. Story times, introducing children and parents to language and reading, are offered at all library locations. Collaborative efforts with community agencies and other city and county departments include working with area schools, the Boys and Girls Clubs of Tucson, and the city and county Parks and Recreation Departments to provide homework help centers for children and teens; partnering with Child and Family Resources (CFR) to promote library resources to parents and develop reading skills in children; and in-service training programs for staff at CFR after-school programs. The department participates in the City of Tucson's internal Youth Policy Team together with the Police, Community Services, Fire, Parks and Recreation, and Neighborhood Resources Departments.

***Goal: Strong Local Businesses***

The Main Library has an extensive reference section and a business librarian to help local business and aspiring entrepreneurs. The Main Library's business services' staff actively collaborates with the Greater Tucson Economic Council (GTEC), the Greater Tucson Strategic Partnership for Economic Development (GTSPED), the Tucson Urban League, Pima Community College's Small Business Development Training Center, and Service Corps of Retired Executives (SCORE). Outreach is provided to business groups to inform the community about available services. Recent outreach efforts have targeted the U.S. Department of Commerce through their Nuts and Bolts project, the American Indian Chamber of Commerce, the Tucson Black Chamber of Commerce, the Tucson Hispanic Chamber of Commerce, and the Small Business Fair. Public access computers are available at all library locations and are widely used by small local businesses for research and other start-up tasks.

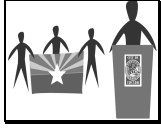
***Goal: Reduced Poverty and Increased Equality of Opportunity***

The Library Department makes information available to all, including those who cannot easily get to a library, through programs such as the Bookmobile, Books-by-Mail, and Homebound Services. Through a series of Gates Foundation grants and other funding, the department has placed public access personal computers in all library locations. People who do not own computers rely on the Library Department not only for access to electronic resources, but also for staff assistance and training in information technology literacy skills. Job seekers can prepare resumes and find employment resources via the Library Department's electronic services. A three-year \$400,000 grant from the Wallace-Reader's Digest Funds is providing for the development of improved educational services and employment opportunities for low-income youth, as well as the creation of teen resource centers at the Main, Mission, Valencia, and Woods libraries (through September 30, 2002).

***Goal: Excellent Public Education***

The Library Department works closely with schools and offers programs to help ensure that our children are getting the best education possible. The Homework Help program, visits to schools by librarians, newsletters, joint meetings with educators, and tours of libraries for school children are examples of these efforts. Library computer labs and trained staff give children better opportunities to complete research or produce reports for school assignments.

Support for Livable Tucson Goals (Continued)



Goal: Engaged Community and Responsive Government

Free community and neighborhood meeting space is provided at each library. Last year these spaces were used for 8,390 neighborhood gatherings and meetings. The Library Department also encourages and supports involvement in Neighborhood Enhancement Teams (NETeams) and Back to Basics efforts. Eight staff members from seven different library branches are active in NETeam community work.



Goal: Respected Historic and Cultural Resources

The Main Library maintains two collections of significant relevance to our local history and culture: the Steinheimer Collection of Southwest Children's Books (2,900 books) and the Arizona Collection (4,650 items of cultural history in Southeast Arizona and Pima County). In addition, the Library Department's online catalog is able to access the specialized collections at the University of Arizona and Pima Community College, and the department is currently involved in a statewide effort to promote partnerships between public libraries and museums. With funds from a Library Services and Technology Act grant, the Library Department, the University of Arizona, the Arizona State Museum, and the Arizona Historical Society have begun the process of identifying original materials concerning Spanish-speaking peoples of Northwest Mexico and Arizona from approximately 1820-1910. This project will ultimately make this important material available to a much wider audience in both the United States and Mexico.



Goal: Successful Downtown

The Main Library, in the heart of downtown, is an educational and cultural center. It provides unique collections, specialized services, and a selection of programs in arts, humanities, and social issues for all ages. The Main Library Plaza is the venue for festivals, public performances, musical concerts, and special events. In the past year it has been the site for the annual Tucson Fire Department's Chili Cookoff, the Tucson Heritage Festival, Dia de Los Niños Festival, and the Holiday Parade festivities, to name just a few of the notable events. The main floor houses the Gallery, a constantly changing showcase for new and emerging local artists. A Teen Resource Center, designed by teens for teens, opened in October 2001. The Main Library is a destination point for school tours, community groups, history buffs, grant seekers, business entrepreneurs, avid readers, educators, Internet searchers, and parents. Over 50,000 people visit this branch each month. The Main Library works to maintain a safe, pleasant environment for people to visit and enjoy.

LIBRARY**DEPARTMENT RESOURCES**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	18.00	18.00	15.00	15.50	15.50
Technology Management	6.00	6.00	6.00	9.50	9.50
Public Services*	193.75	183.50	185.50	192.00	204.00
Collection Services	16.50	16.50	19.50	18.50	18.50
Outreach Services*	13.00	13.00	13.00	-0-	-0-
Permanent Total	247.25	237.00	239.00	235.50	247.50
NON-PERMANENT					
Technology Management	-0-	-0-	-0-	1.75	1.75
Public Services*	45.25	41.25	44.75	46.00	49.00
Collection Services	4.75	4.75	4.75	4.50	4.50
Outreach Services*	4.25	4.25	4.25	-0-	-0-
Non-Permanent Total	54.25	50.25	53.75	52.25	55.25
Department Total	301.50	287.25	292.75	287.75	302.75

FINANCIAL SUMMARY

Administration	\$ 1,275,582	\$ 1,313,280	\$ 1,318,850	\$ 1,199,700	\$ 1,319,910
Technology Management	913,148	852,290	851,200	1,309,150	1,391,360
Public Services*	11,186,294	12,441,030	12,460,160	13,613,260	14,429,970
Collection Services	4,245,135	4,254,850	4,271,040	4,231,920	4,171,860
Outreach Services*	787,196	858,530	859,500	-0-	-0-
Operating Total	18,407,355	19,719,980	19,760,750	20,354,030	21,313,100
Capital Improvements	277,988	6,780,000	3,180,000	1,650,000	820,000
Department Total	\$ 18,685,343	\$ 26,499,980	\$ 22,940,750	\$ 22,004,030	\$ 22,133,100

*The Outreach Services Division was transferred to the Public Services Division for Fiscal Years 2003 and 2004.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 11,232,558	\$ 11,719,860	\$ 11,741,600	\$ 13,289,590	\$ 14,287,110
Services	2,391,110	3,051,280	3,073,300	2,314,010	2,282,910
Commodities	4,369,762	4,027,520	4,024,530	3,636,330	3,624,840
Equipment	416,480	103,320	103,320	114,100	118,240
Other	-0-	(182,000)	(182,000)	-0-	-0-
Inter-Activity Transfers	(2,555)	1,000,000	1,000,000	1,000,000	1,000,000
Operating Total	18,407,355	19,719,980	19,760,750	20,354,030	21,313,100
Capital Improvements	277,988	6,780,000	3,180,000	1,650,000	820,000
Department Total	\$ 18,685,343	\$ 26,499,980	\$ 22,940,750	\$ 22,004,030	\$ 22,133,100

SOURCE OF FUNDS

OPERATING FUNDS

Library Fund - General Fund Contribution	\$ 9,644,083	\$ 9,359,990	\$ 9,380,380	\$ 9,677,020	\$ 10,156,550
Library Fund - Pima County Contribution	8,348,279	9,859,990	9,880,370	10,177,010	10,656,550
Miscellaneous Non-Federal Grants	414,993	500,000	500,000	500,000	500,000
Operating Funds Total	\$ 18,407,355	\$ 19,719,980	\$ 19,760,750	\$ 20,354,030	\$ 21,313,100

CAPITAL FUNDS

Library Fund - Pima County Contribution	\$ -0-	\$ 80,000	\$ 80,000	\$ -0-	\$ -0-
Miscellaneous Non-Federal Grants	-0-	150,000	-0-	150,000	-0-
Pima County Bonds	-0-	1,250,000	-0-	-0-	-0-
1994 General Obligation Bonds	7,119	700,000	-0-	-0-	-0-
2000 General Obligation Bonds	270,869	4,600,000	3,100,000	1,500,000	820,000
Capital Funds Total	\$ 277,988	\$ 6,780,000	\$ 3,180,000	\$ 1,650,000	\$ 820,000
Department Total	\$ 18,685,343	\$ 26,499,980	\$ 22,940,750	\$ 22,004,030	\$ 22,133,100

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$20,354,030 is an increase of \$634,050 from the Fiscal Year 2002 Adopted Budget. The budget includes a net increase of .5 positions (5 positions were added during Fiscal Year 2002 and 4.5 other positions were eliminated for Fiscal Year 2003). The significant changes to expenditures are as follows:

- ◆ Self check-out systems will be installed at many library branches over the next five years beginning with five libraries in Fiscal Year 2003. These systems will improve book security, customer service, and staff efficiencies.
- ◆ A portion of the materials budget will be used to barcode new books and materials as part of the implementation of the self check system. The book budget overall will be reduced by 13% and staff assigned to process new materials will be reduced by 1.25 positions.
- ◆ Staffing of the Homework Help program and of the public information, Web support, and computer help desk functions will be reduced by 3.25 positions.
- ◆ During Fiscal Year 2002, Ajo Library staffing was increased by 1.5 positions to provide adequate coverage at this remote facility, and 3.5 intermittent positions were added to the Infotech Literacy Program to improve program capabilities.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes a reduction of \$5,130,000, for a Fiscal Year 2003 budget of \$1,650,000 based on the scheduled implementation of the bond program.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$21,313,100 is an increase of \$959,070 from Fiscal Year 2003. In addition to pay adjustments and pension rate increases, the following significant changes are included:

- ◆ Anticipated openings of the Quincie Douglas Library and the Midtown Library and Learning Center will require about \$699,200 a year, including an additional 15 positions.
- ◆ The self check system will be installed at an additional five libraries and funds from the materials budget will again be used to code additional books and materials for the self check system.

The capital budget of \$820,000 is a decrease of \$830,000 from Fiscal Year 2003, which includes the completion of the George Miller-Golf Links Library expansion.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides leadership and management support for the library system through planning, facilities management, fiscal and personnel services, and coordination with city and county governments and the Library Board; collaborates with other libraries and educational and cultural organizations; and responds to, or initiates, major partnership efforts to improve information delivery in the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Negotiate an intergovernmental agreement between Pima County and the City of Tucson to provide an annual budget (\$000s).	\$ 18,685	\$ 26,499	\$ 22,941	\$ 21,468	\$ 21,714
Administer the private custodial, grounds maintenance, and security contracts, and coordinate the work of city and county public buildings departments to ensure safe, clean, well-maintained libraries for citizens to use and enjoy.					
• Number of libraries	20	20	20	21	22
Provide new, remodeled, and renovated libraries.	1	3	3	2	1
Prepare major planning documents (i.e., strategic planning, facilities planning, and funding plan documents).	2	2	2	1	1
Maintain ongoing major partnerships with governmental and community agencies.	3	6	6	6	6
Provide support for library organizations and agencies such as the Library Board, Friends of the Library groups, the Tucson-Pima Library Foundation, and the Arizona State Library.	7	7	7	8	9
Key Outcomes					
Meet the community's need for library services.					
• Number of open libraries	20	22	22	22	23

LIBRARY

Administration (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	18.00	18.00	15.00	15.50	15.50
Financial Resources					
Library Fund - General Fund Contribution	\$ 637,791	\$ 656,640	\$ 659,430	\$ 599,850	\$ 659,950
Library Fund - Pima County Contribution	637,791	656,640	659,420	599,850	659,960
Financial Resources Total	\$ 1,275,582	\$ 1,313,280	\$ 1,318,850	\$ 1,199,700	\$ 1,319,910

TECHNOLOGY MANAGEMENT

MISSION STATEMENT: The Technology Management Division installs, manages, and maintains the department's computer resources and network connections, including the integrated online catalog, Web servers, Internet connections, and workstations (computers and terminals) in order to provide the public and staff with access to the Library Department and remote resources both within library facilities and from home.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide computer access to the Internet, library catalog, and remote databases for the public.

• Computers used by the public or to directly assist the public	231	235	295	383	395
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Provide computer access to the Internet, library catalog, remote databases and the City of Tucson computer network for staff.

• Staff computers	250	509*	183	195	203
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Provide information about the library and information resources through the Internet.

• Number of Web pages created and maintained by library staff	1,500	N/A	1,610	1,700	1,800
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*Fiscal Year 2002 Adopted measure is higher due to anticipated openings or expansions of several libraries that did not occur as scheduled.

Technology Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Expand on-line access to library information.					
• Number of connections to the library home page from home, school, or library (000s)	1,000	15,000	15,000	16,000	17,000
• Number of connections to the library catalog from home, school, or library (000s)	1,500	3,000	3,000	650	750
• Percent of time the on-line catalog and circulation system is available to the public	99%	99%	99%	99%	99%

RESOURCE SUMMARY

Position Resources	6.00	6.00	6.00	11.25	11.25
Financial Resources					
Library Fund - General Fund Contribution	\$ 456,574	\$ 426,145	\$ 425,600	\$ 654,580	\$ 695,680
Library Fund - Pima County Contribution	456,574	426,145	425,600	654,570	695,680
Financial Resources Total	<u>\$ 913,148</u>	<u>\$ 852,290</u>	<u>\$ 851,200</u>	<u>\$ 1,309,150</u>	<u>\$ 1,391,360</u>

PUBLIC SERVICES

MISSION STATEMENT: The Public Services Division, through a Main Library and 21 branch libraries, provides Tucson and Pima County residents with information and materials through lending services and computer access. The division develops and administers specialized services for all ages with emphasis on families, youth, and independent learners to promote opportunity in an increasingly information-based society. The Outreach Section takes library services and materials to locations other than Library Department facilities; strengthens educational, cultural, and literacy efforts throughout the community; and identifies new outreach opportunities by collaborating with schools, community organizations, and other city and county departments.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide Tucson residents and visitors with access to library materials, programs, and information.					
• Number of materials loaned (000s)	5,300	5,700	5,700	5,900	6,100
• Number of programs and story-times provided for children	3,200	3,300	3,300	3,400	3,500
• Number of library tours and programs provided for adults and teens	1,525	1,600	1,600	1,650	1,700
• Number of books and electronic resources used by customers in the library (000s)	10,500	11,500	11,500	12,000	12,500
• Number of classes offered to residents on basic computer skills, finding jobs on the Internet, writing resumes, consumer health, and conducting research for school assignments	N/A	600	600	620	630
• Number of hours Internet available to the public	20,600	10,025	21,100	24,070	24,320
Inform teenagers about library services by recruiting and training high school students to be library advocates. (Funded by the Wallace-Reader's Digest Funds' Public Libraries as Partners in Youth Development grant.)					
• Number of youth library advocates	N/A	10	10	10	10
Provide workforce development by hiring and training low-income teens as library aides at Main, Mission, Valencia, and Woods libraries. (Funded by the Wallace-Reader's Digest Funds' Public Libraries as Partners in Youth Development grant.)					
• Number of youth library aides	N/A	10	10	10	10

Public Services (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide youth with Homework Help in libraries, schools, recreation centers, and other agencies.*					
• Number of participants	23,000	24,000	24,000	24,000	24,000
Provide bookmobile, homebound, and books-by-mail services and family literacy programs to customers with limited or no ability to use a library branch.*					
• Number of customers	15,000	15,000	15,000	15,000	15,000
Collaborate in community events (e.g., festivals and college nights) and provide information about library resources, reading, etc., to groups outside of the library.*					
• Number of events and presentations	96	100	100	100	100
• Number of individual contacts	30,000	30,000	30,000	30,000	30,000
Participate in ongoing partnerships with other departments, schools, community agencies, and organizations to promote reading and literacy.*					
• Number of partnerships	6	6	6	6	6
Provide family literacy programs to high school students and young parents.*					
• Number of participants in Project LIFT (Literacy Involves Families Together)	N/A	750	750	750	750
Key Outcomes					
Provide Tucson residents and visitors with access to library materials, programs, and information in a variety of formats.					
• Number of library visitors at all branch libraries and the Main Library (000s)	N/A	N/A	N/A	6,500	6,800
• Number of reference/information questions answered via e-mail, phone, and in person	875,000	910,000	910,000	920,000	930,000
• Number of searches of local electronic resources and databases (000s)	N/A	N/A	N/A	450,000	475,000

*The Outreach Services Division was transferred to the Public Services Division for Fiscal Years 2003 and 2004. The historical and adopted key measures of performance for this division appear within the Public Services Division.

LIBRARY

Public Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Number of children maintaining their school reading levels by participating in the summer reading program	22,000	30,000	30,000	30,000	31,000
• Number of customers of all ages attending programs, storytimes, and tours to support language skills, literacy, and lifelong learning	130,000	137,500	137,500	145,000	150,000
• Percent of population having library cards	54%	54%	54%	54%	54%
Provide informative presentations by youth library advocates to youth groups, middle and high school classes, parent and faculty groups, etc. about library services.					
• Number of presentations	N/A	50	50	50	50
• Number of people contacted	N/A	1,250	1,250	1,250	1,250
Provide teens and others with opportunities to improve information technology skills through training programs on computer use taught by youth library aides and library staff at Main, Mission, Valencia, and Woods libraries.					
• Number of training programs	N/A	9	9	9	9
• Number of contacts	N/A	90	90	90	90
Support educational, cultural, and literacy efforts in the community.*					
• Percent of youth reporting improved school grades	80%	75%	75%	75%	75%
• Percent of Project LIFT parents reporting more time spent on reading and reading-related activities with their children	95%	85%	85%	85%	85%

*The Outreach Services Division was transferred to the Public Services Division for Fiscal Years 2003 and 2004. The historical and adopted key measures of performance for this division appear within the Public Services Division.

Public Services (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	239.00	225.25	230.25	238.00	253.00
Financial Resources					
Library Fund - General Fund Contribution	\$ 6,033,553	\$ 5,720,515	\$ 5,730,080	\$ 6,306,630	\$ 6,714,990
Library Fund - Pima County Contribution	4,737,748	6,220,515	6,230,080	6,806,630	7,214,980
Miscellaneous Non-Federal Grants	414,993	500,000	500,000	500,000	500,000
Financial Resources Total	\$ 11,186,294	\$ 12,441,030	\$ 12,460,160	\$ 13,613,260	\$ 14,429,970

COLLECTION SERVICES

MISSION STATEMENT: The Collection Services Division selects and purchases library materials to meet the needs of the community; catalogs and processes these materials to make them available to the public; works with Public Services Division staff to ensure that library collections are kept current and relevant to the needs of patrons; and processes interlibrary loans to borrow materials that are not available through the Library Department. Couriers daily move materials among all library locations making all materials available countywide.

KEY MEASURES OF PERFORMANCE

Key Outputs

Obtain library materials for use by the community.

• Number of new books and other materials delivered to branch libraries for public use	285,000	300,000	300,000	261,000	259,000
• Number of titles ordered	19,000	20,000	20,000	22,000	25,000
• Number of items borrowed from other libraries for customers	2,900	2,900	2,900	2,900	2,900

Deliver library materials county wide.

• Libraries served	22	22	22	22	23
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Key Outcomes

Provide library materials that are current and relevant to the needs of our customers.

• Percent of customers indicating satisfaction with the book and materials collections	85%	85%	85%	85%	85%
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LIBRARY**Collection Services (Continued)****KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Percent of titles that appear on the “Best Books” lists that were purchased for the system	90%	90%	90%	90%	90%
• Number of items of library materials distributed for use by the community (000s)	N/A	1,300	1,300	1,350	1,400
• Number of unique titles available for library users	N/A	205,000	205,000	206,000	207,000

RESOURCE SUMMARY

Position Resources	21.25	21.25	24.25	23.00	23.00
Financial Resources					
Library Fund - General Fund Contribution	\$ 2,122,567	\$ 2,127,425	\$ 2,135,520	\$ 2,115,960	\$ 2,085,930
Library Fund - Pima County Contribution	2,122,568	2,127,425	2,135,520	2,115,960	2,085,930
Financial Resources Total	<u>\$ 4,245,135</u>	<u>\$ 4,254,850</u>	<u>\$ 4,271,040</u>	<u>\$ 4,231,920</u>	<u>\$ 4,171,860</u>

OUTREACH SERVICES***RESOURCE SUMMARY**

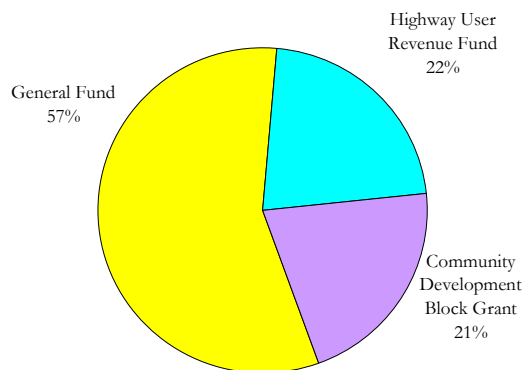
Position Resources	17.25	17.25	17.25	-0-	-0-
Financial Resources					
Library Fund - General Fund Contribution	\$ 393,598	\$ 429,265	\$ 429,750	\$ -0-	\$ -0-
Library Fund - Pima County Contribution	393,598	429,265	429,750	-0-	-0-
Financial Resources Total	<u>\$ 787,196</u>	<u>\$ 858,530</u>	<u>\$ 859,500</u>	<u>\$ -0-</u>	<u>\$ -0-</u>

*The Outreach Services Division was transferred to the Public Services Division for Fiscal Years 2003 and 2004. The historical and adopted key measures of performance for this division appear within the Public Services Division.

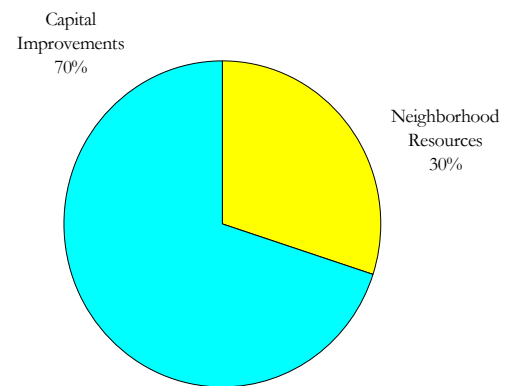
NEIGHBORHOOD RESOURCES*

OPERATING:	\$ 2,374,770
CAPITAL:	<u>5,600,000</u>
TOTAL:	<u>\$ 7,974,770</u>
POSITION TOTAL:	21.00

FINANCING PLAN

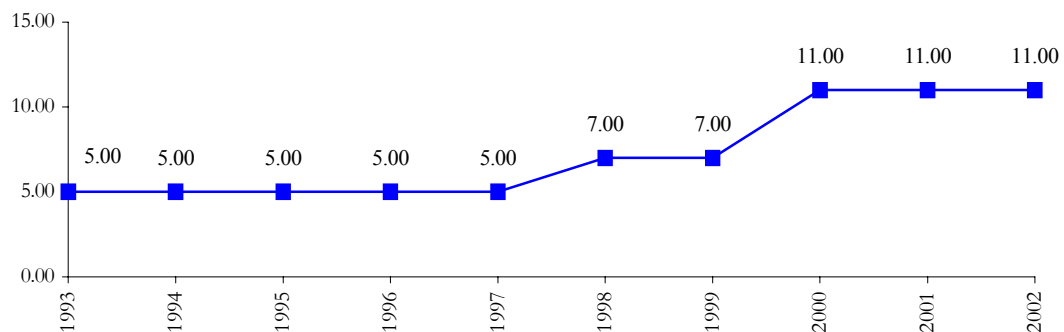


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions*



*Neighborhood Resources, previously Citizen and Neighborhood Services, was established as a department during Fiscal Year 2002.

NEIGHBORHOOD RESOURCES

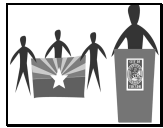
MISSION STATEMENT: To increase the capacity of neighborhoods to develop, improve, and solve problems by bringing city resources to their assistance and to identify other partners for neighborhoods to strengthen their support networks.

OVERVIEW

The Department of Neighborhood Resources (DNR) was established during Fiscal Year 2002 in response to the Mayor and Council's identification of neighborhoods as one of the six focus areas of the City Strategic Plan. The department expands the focus and responsibilities of the former Citizen and Neighborhood Services unit of the City Manager. The purposes of the department are to bring focused attention to priority neighborhood needs through the coordinated delivery of city services, improved communication with neighborhood residents and associations, increased partnerships with citizens and community groups, and the support and continued development of city initiatives. The department will administer ongoing programs such as the Graffiti Abatement Program in Tucson (GAPIT), Back to Basics, Slum Abatement and Blight Enforcement Response (SABER), youth programs, and Neighborhood Enhancement Teams (NETeams).

Various staff from the City Manager and the Community Services Department have been temporarily assigned to join Citizen and Neighborhood Services staff in the Department of Neighborhood Resources, pending a study that determines specific staffing requirements.

SUPPORT FOR LIVABLE TUCSON GOALS



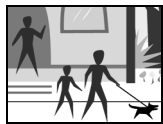
Goal: Engaged Community and Responsive Government

The Department of Neighborhood Resources effectively partners with citizens through city employees in NETeams who represent city departments and act as liaisons to identify and deliver services and information to neighborhoods.



Goal: Caring, Healthy Families and Youth

DNR administers youth employment programs throughout the year in collaboration with Pima County's Community Services Department and private non-profit agencies. Youth employment and enrichment programs are coordinated through the ward offices and administered by Neighborhood Resources.



Goal: People-Oriented Neighborhoods

DNR provides registered neighborhoods with assistance such as newsletters, meeting notices, logistics, and equipment support for community events. The Back to Basics Program seeks to rehabilitate the city's aging infrastructure and revitalize the social and economic dynamics of older neighborhoods. The SABER Program targets residential properties and focuses on code enforcement issues. Graffiti Abatement further enhances the quality of Tucson's neighborhoods by rapid response to incidents of graffiti..

NEIGHBORHOOD RESOURCES**DEPARTMENT RESOURCES**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Neighborhood Resources	11.00	11.00	10.00	21.00	21.00
Department Total	11.00	11.00	10.00	21.00	21.00

FINANCIAL SUMMARY

Neighborhood Resources	\$ 873,785	\$ 886,820	\$ 846,790	\$ 2,374,770	\$ 2,642,710
Operating Total	873,785	886,820	846,790	2,374,770	2,642,710
Capital Improvements	1,791,624	10,243,000	5,901,840	5,600,000	5,600,000
Department Total	\$ 2,665,409	\$ 11,129,820	\$ 6,748,630	\$ 7,974,770	\$ 8,242,710

CHARACTER OF EXPENDITURES

Personal Services	\$ 593,775	\$ 626,250	\$ 586,760	\$ 1,428,470	\$ 1,482,640
Services	102,849	108,470	107,930	453,290	452,510
Commodities	147,804	152,400	143,400	183,810	183,810
Equipment	29,357	8,700	8,700	-0-	-0-
Other	-0-	(9,000)	-0-	283,500	280,350
Inter-Activity Transfers	-0-	-0-	-0-	25,700	243,400
Operating Total	873,785	886,820	846,790	2,374,770	2,642,710
Capital Improvements	1,791,624	10,243,000	5,901,840	5,600,000	5,600,000
Department Total	\$ 2,665,409	\$ 11,129,820	\$ 6,748,630	\$ 7,974,770	\$ 8,242,710

SOURCE OF FUNDS**OPERATING FUNDS**

General Fund	\$ 873,785	\$ 886,820	\$ 846,790	\$ 1,912,370	\$ 2,180,310
Highway User Revenue Fund	-0-	-0-	-0-	92,400	92,400
Community Development Block Grant	-0-	-0-	-0-	370,000	370,000
Operating Funds Total	\$ 873,785	\$ 886,820	\$ 846,790	\$ 2,374,770	\$ 2,642,710

CAPITAL FUNDS

General Fund	\$ 1,791,624	\$ 5,250,000	\$ 2,877,630	\$ 2,625,000	\$ 2,625,000
Highway User Revenue Fund	-0-	3,718,000	2,247,820	1,700,000	1,700,000
Community Development Block Grant	-0-	1,275,000	255,000	1,275,000	1,275,000
1973 General Obligation Bonds	-0-	-0-	521,390	-0-	-0-
Capital Funds Total	\$ 1,791,624	\$ 10,243,000	\$ 5,901,840	\$ 5,600,000	\$ 5,600,000
Department Total	\$ 2,665,409	\$ 11,129,820	\$ 6,748,630	\$ 7,974,770	\$ 8,242,710

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,374,770 reflects an increase of \$1,487,950 from the Fiscal Year 2002 Adopted Budget. Staffing changes reflect the Fiscal Year 2002 transition to a department-level entity by the addition of two upper-management positions offset by eliminating three management interns. In addition, 11 staff from other departments were added to provide integrated neighborhood service delivery as set forth in the City Strategic Plan.

Due to a realignment of responsibilities, the following functions were transferred into the department from other areas:

- ◆ Neighborhood youth employment funds of \$283,500 from the City Manager's Youth and Family Services funds.
- ◆ Graffiti Abatement Program funds of \$220,000 from the Department of Transportation.
- ◆ Code enforcement funds of \$547,560 and eight full-time equivalent (FTE) positions from the Development Services Department.
- ◆ Slum Abatement and Blight Enforcement Response (SABER) funds of \$370,000 from Non-Departmental and three SABER-funded FTEs from the Development Services Department.

The capital budget is decreased by \$4,643,000 for a Fiscal Year 2003 budget of \$5,600,000 to reflect completion of Back to Basics projects that had been ongoing from prior fiscal years.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,642,710 includes an increase of \$267,940 from Fiscal Year 2003. Carryforward of \$217,700 of SABER funds from Fiscal Year 2002 has been included.

The capital budget stays the same for a Fiscal Year 2004 budget of \$5,600,000.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Distribute neighborhood newsletters.					
• Number of newsletters mailed	260	280	260	280	300
Monitor Back to Basics projects for time- liness, budget status, and legal compliance.					
• Number of neighborhoods with active projects	12	19	13	13	13
Provide education and orientation sessions regarding Neighborhood Resources and the Neighborhood Enhancement Teams (NETeams) to neighborhoods, Mayor and Council, city departments, the media, community organizations, and businesses.					
• Number of sessions	144	160	150	200	200

NEIGHBORHOOD RESOURCES

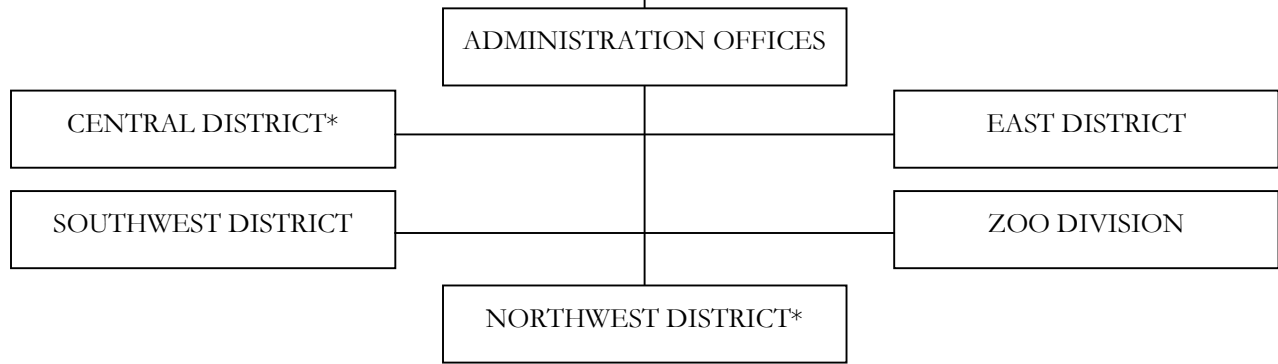
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Coordinate service delivery to neighborhoods through DNR staff.					
• Number of service requests processed	N/A	N/A	1,280	1,400	1,500
Train city staff on the NETeam service delivery concept for the benefit of neighborhoods.					
• Number of NETeam members trained	130	175	20	30	40
Address the needs of Citizen Participation Advisory Committee (CPAC) meetings.					
• Number of CPAC meetings	12	12	2	18	12
Correct slum properties through the SABER Program.					
• Number of properties abated	2	N/A	19	30	40
Correct graffiti through prompt response.					
• Number of properties abated	N/A	N/A	33,700	35,000	36,000
Key Outcomes					
Register neighborhood associations.					
• Number of new neighborhoods registered	12	12	11	10	10
• Number of registered neighborhoods	145	165	160	170	180
Monitor completion of Back to Basics projects for timeliness, legal compliance, budget status, and adherence to neighborhood plans.					
• Mayor's and ward offices' completed projects*	14	12	13	14	14

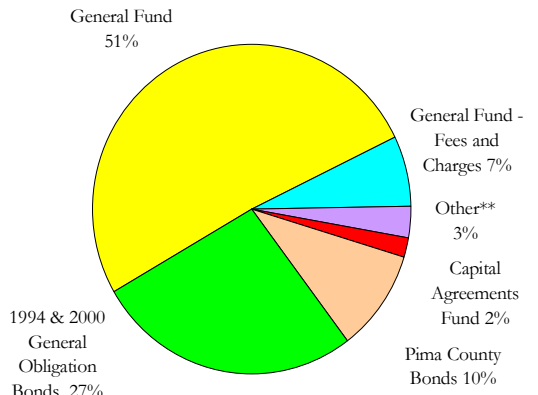
*The adopted Fiscal Year 2002 amount has been corrected.

PARKS AND RECREATION

OPERATING:	\$ 39,445,840
CAPITAL:	<u>26,361,100</u>
TOTAL:	<u>\$ 65,806,940</u>
POSITION TOTAL:	665.00

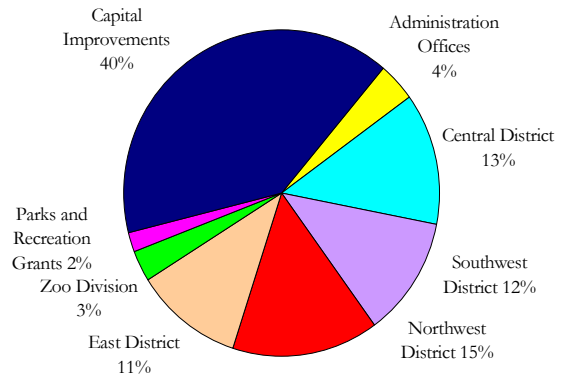


FINANCING PLAN



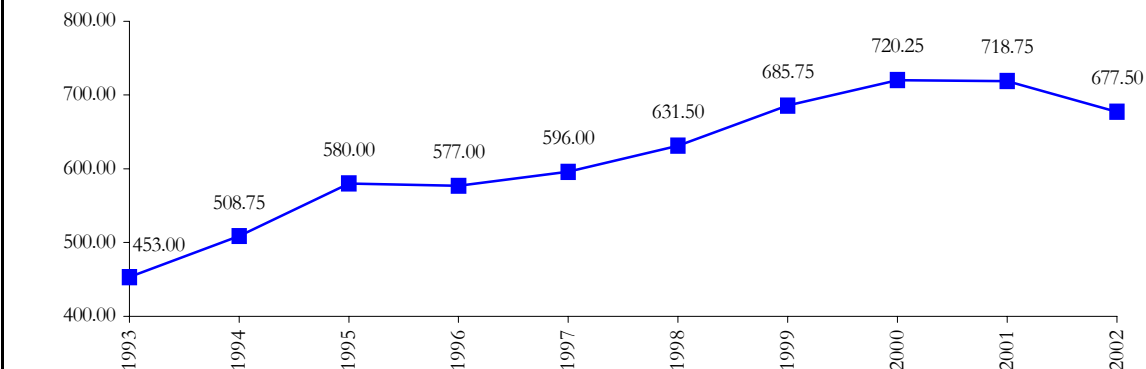
**Includes General Fund - Parks Foundation (<1%), General Fund - Restricted (<1%), Miscellaneous Non-Federal Grants (2%), and Miscellaneous Federal Grants (1%).

PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



*The Central District will be combined with the Northwest District for Fiscal Years 2003 and 2004. Since the final configuration has not been developed, all functions, except district administration, are still shown separately.

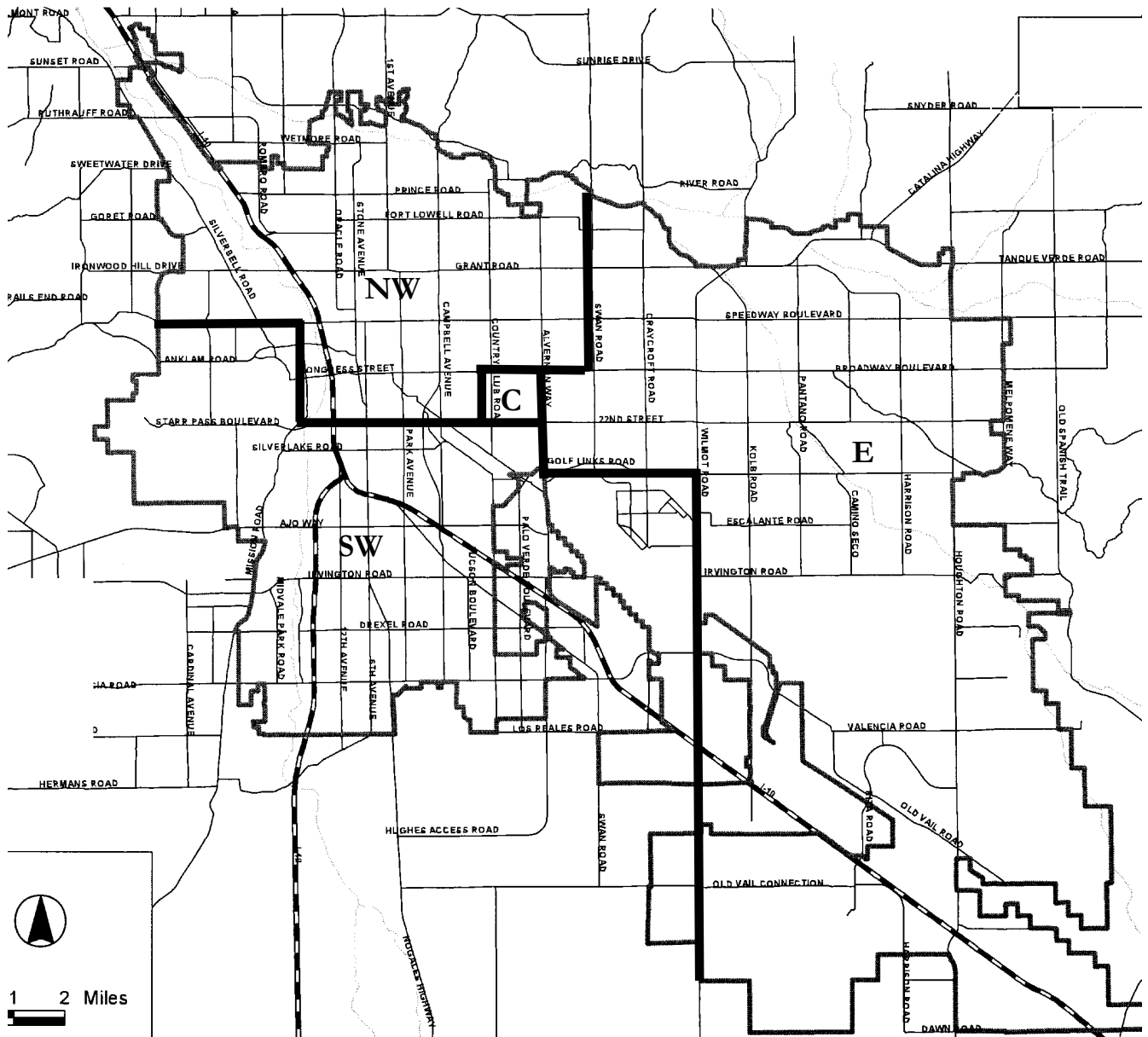
PARKS AND RECREATION DISTRICT MAP

C = Central District

E = East District

NW = Northwest District

SW = Southwest District



PARKS AND RECREATION

MISSION STATEMENT: To provide a variety of parks, recreation facilities, and program experiences equitably throughout the community. Programs will be developed and maintained to the highest quality, ensuring a safe environment with exceptional service while developing a lifetime customer. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private, ensuring a high quality of life for Tucsonans.

OVERVIEW

The Parks and Recreation Department has oriented its entire operation to get closer to Tucsonans by providing quality services and facilities. The department's emphasis is to strengthen our youth enrichment programs by combining our services with other departments. Community involvement and neighborhood assistance is a priority. We are preparing our system for the future with a progressive and challenging strategic service plan. Included within the Parks and Recreation Department are Administration Offices, the Southwest and East Districts, a combined Northwest and Central District; and the Zoo Division. The final organization of the merged Northwest and Central District is under development.

DEPARTMENT HIGHLIGHTS

The Parks and Recreation Department works cooperatively with other departments on various programs as follows:

- Gang Resistance Education and Training Program (GREAT) with the Tucson Police Department;
- Summer Reading and Infotech Literacy Programs as well as the after-school Homework Help program with the Tucson Public Library;
- Daycare facilities at our centers which serve neighborhood working parents and are funded by Community Development Block Grants through the Community Services Department; and
- Adopt-A-School, Safe Kids, and the Fourth of July Tour for Tucson's Children with the Tucson Fire Department.

The department works diligently to increase voluntary employee participation through the Neighborhood Enhancement Teams (NETeams). The goal is to help neighborhoods with neighborhood clean-ups, housing repairs, and community events. In Fiscal Year 2001, NETeams expanded department participation, adopted a house through the Christmas In April house repair program, adopted a street to conduct periodic clean-ups, and sponsored a booth at the Reid Park Zoo Halloween Festival. The department has also assisted in six community clean-ups.

The department involved Tucsonans in a strategic service planning process. The community and neighborhood leadership and staff have developed the department's direction through the year 2010: "*A Proud History—A Future Without Limits!*"

The department partnerships with non-profit agencies that advocate and conduct fund raising for the department. In Fiscal Year 2001, the Tucson Parks Foundation awarded \$123,000 in grants for recreation programming and park improvements, and the Tucson Zoological Society raised \$120,000 for Reid Park Zoo. We will continue to leverage our system resources to benefit Tucsonans.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Abundant Urban Green Space and Recreation Areas

The Parks and Recreation Department provides numerous and varied leisure time opportunities throughout the city. Facilities and programs, both indoor and outdoor, are designed to serve all people--from the very young through the most mature, from people with disabilities to the most physically active--spanning many social, cultural, and special interests. The department provides 127 parks, 104 playgrounds, 195 playing fields, and 3,094 acres of parkland.

Support for Livable Tucson Goals (Continued)



Goal: Clean Air and Quality Water

The Parks and Recreation Department contributes to clean air by maintaining some 22,000 trees on public properties. Department efforts include effective water management, oversight of discharged wastewater, and the predominant use of reclaimed water in the irrigation of turf and landscaping that conserves, protects, and recharges the local aquifer.



Goal: People Oriented Neighborhoods

The Parks and Recreation Department provides indoor and outdoor facilities and programs throughout the city which accommodate thousands of Tucsonans of all ages, income, and ability. Recreation and neighborhood centers, school sites, pools, parks, and sports fields provide citizens venues to meet and the opportunity to interact with their neighbors. Core service programs such as KIDCO, senior clubs, adult athletic leagues, life-long learning classes, concerts, and special events benefit people in building self-pride and feeling good about themselves, their neighborhoods, and the community.



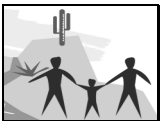
Goal: Caring, Healthy Families and Youth

The Parks and Recreation Department offers multiple opportunities for families to have fun, relax, and participate in activities at recreation and neighborhood centers, parks, schools, golf courses, and the Reid Park Zoo. Several programs encourage parent participation in advisory groups as well as activities. The department also participates in the city's Youth Policy Team, together with the Library, Police, Fire, Community Services, and Neighborhood Resources Departments.



Goal: Excellent Public Education

The Parks and Recreation Department, through partnerships with the public libraries, local schools, and colleges, promotes public education in our community for all generations by offering programs designed to both educate and enhance learning skills. Parks and Recreation Department facilities are used for middle school intergenerational credit classes, high school credit courses given in conjunction with a downtown youth jobs program, community college course work in programming for youth development, a degree program offered in recreation studies, and free zoo admission for over 30,000 children each year who are provided the opportunity to learn the value of animal wildlife and our responsibility to be conservators of this resource. Other programs such as SeniorNET encourage lifelong learning opportunities for senior participants.



Goal: Protected Natural Desert Environment

The department supports special preservation efforts such as the Lincoln Park Riparian Habitat Project, and the Case and North-Central District parks. These natural settings will be sustained through careful attention to planning and development. In conjunction with the Tucson Water Department, the Parks and Recreation Department also maintains the grounds of the 60-acre Sweetwater Wetlands site, which provides a riparian habitat in the city.

Support for Livable Tucson Goals (Continued)



Goal: Engaged Community and Responsive Government

The department provides space and assistance to community groups who wish to meet for a variety of decision-making discussions and group interchanges. Neighborhood and recreation centers specifically nurture this environment. Numerous citizen advisory groups, steering committees, parent advisory boards for center and after-school sites, senior clubs, an adaptive advisory board specifically for issues regarding people with disabilities, and a teen center downtown participate in decision-making and advisement activities. Year-round volunteer programs within the four districts and the zoo educate individuals to invest in the community and environment.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration Offices	27.00	28.00	28.00	27.00	27.00
Central District*	86.75	79.75	79.75	76.75	76.75
Southwest District	86.50	90.50	91.50	92.50	92.50
Northwest District*	90.50	97.50	96.50	89.50	89.50
East District	84.00	84.00	84.00	84.00	84.00
Zoo Division	25.50	25.50	25.50	25.50	25.50
Parks and Recreation Grants	3.00	4.00	3.00	5.25	5.25
Permanent Total	403.25	409.25	408.25	400.50	400.50
NON-PERMANENT					
Central District*	64.00	61.50	61.50	62.25	62.25
Southwest District	39.50	29.00	32.00	32.00	32.00
Northwest District*	114.75	101.25	100.25	95.00	95.00
East District	36.50	38.75	36.75	36.75	36.75
Zoo Division	11.50	2.50	2.50	2.50	2.50
Parks and Recreation Grants	39.25	35.25	34.00	36.00	36.00
Non-Permanent Total	305.50	268.25	267.00	264.50	264.50
Department Total	708.75	677.50	675.25	665.00	665.00

*The Central District will be combined with the Northwest District for Fiscal Years 2003 and 2004. Since the final configuration has not been developed, all functions, except district administration, are still shown separately.

PARKS AND RECREATION

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Administration Offices	\$ 2,268,303	\$ 1,769,310	\$ 1,739,310	\$ 2,480,900	\$ 2,379,730
Central District*	8,123,162	8,110,380	7,969,590	8,118,850	8,301,890
Southwest District	7,102,869	7,748,800	7,402,210	8,075,540	8,342,890
Northwest District*	9,610,390	10,394,100	9,433,420	9,882,710	10,192,190
East District	6,341,104	7,528,710	6,932,630	7,459,220	7,954,960
Zoo Division	2,113,422	1,973,700	1,980,700	1,998,630	2,020,980
Parks and Recreation Grants	644,670	1,640,620	1,343,740	1,429,990	1,448,510
Operating Total	36,203,920	39,165,620	36,801,600	39,445,840	40,641,150
Capital Improvements	2,489,770	19,731,200	5,146,400	26,361,100	14,862,000
Department Total	\$ 38,693,690	\$ 58,896,820	\$ 41,948,000	\$ 65,806,940	\$ 55,503,150

CHARACTER OF EXPENDITURES

Personal Services	\$ 20,317,076	\$ 21,598,920	\$ 21,344,820	\$ 22,907,870	\$ 23,931,190
Services	12,444,587	13,986,770	12,183,110	12,775,200	12,879,800
Commodities	2,994,002	3,592,680	3,118,080	3,894,360	4,004,750
Equipment	556,994	542,480	354,820	284,640	241,640
Debt Service	5,123	-0-	-0-	-0-	-0-
Other	-0-	(356,000)	-0-	-0-	-0-
Inter-Activity Transfers	(113,862)	(199,230)	(199,230)	(416,230)	(416,230)
Operating Total	36,203,920	39,165,620	36,801,600	39,445,840	40,641,150
Capital Improvements	2,489,770	19,731,200	5,146,400	26,361,100	14,862,000
Department Total	\$ 38,693,690	\$ 58,896,820	\$ 41,948,000	\$ 65,806,940	\$ 55,503,150

SOURCE OF FUNDS

OPERATING FUNDS					
General Fund	\$ 32,706,100	\$ 34,235,160	\$ 32,432,710	\$ 33,686,140	\$ 33,505,190
General Fund - Fees and Charges	2,853,350	3,289,840	3,025,150	4,329,710	5,687,450
General Fund - Parks Foundation	-0-	190,520	190,520	188,090	191,830
General Fund - Restricted	45,560	121,320	123,310	202,230	202,710
Miscellaneous Non-Federal Grants	47,770	379,510	379,790	375,430	382,420
Miscellaneous Federal Grants	551,140	949,270	650,120	664,240	671,550
Operating Funds Total	\$ 36,203,920	\$ 39,165,620	\$ 36,801,600	\$ 39,445,840	\$ 40,641,150

*The Central District will be combined with the Northwest District for Fiscal Years 2003 and 2004. Since the final configuration has not been developed, all functions, except district administration, are still shown separately.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Source of Funds (Continued)					
CAPITAL FUNDS					
General Fund	\$ 36,830	\$ -0-	\$ -0-	\$ -0-	\$ -0-
General Fund - Parks Foundation	-0-	90,000	-0-	-0-	-0-
Miscellaneous Non-Federal Grants	467,530	700,000	235,000	700,000	700,000
Capital Agreements Fund	-0-	-0-	150,000	1,000,000	800,000
Pima County Bonds	1,144,640	7,455,200	2,115,600	6,648,500	4,014,000
1994 General Obligation Bonds	459,100	100,000	2,800	97,200	-0-
2000 General Obligation Bonds	381,670	11,386,000	2,643,000	17,915,400	9,348,000
Capital Funds Total	\$ 2,489,770	\$ 19,731,200	\$ 5,146,400	\$ 26,361,100	\$ 14,862,000
Department Total	\$ 38,693,690	\$ 58,896,820	\$ 41,948,000	\$ 65,806,940	\$ 55,503,150

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$39,445,840 reflects an increase of \$280,220 from the Fiscal Year 2002 Adopted Budget including a net reduction of 12.5 positions. Fees are increased in Fiscal Year 2003 after three years with no changes to the fee structure. The significant changes to expenditures are as follows:

- ◆ Continuing improvements to the operation of aquatic programs are projected to save \$100,000, including the reduction of 5.25 non-permanent positions.
- ◆ The cost of maintaining parks and recreation facilities will be reduced through better management, deferring projects, and reducing two maintenance positions.
- ◆ The maintenance requirements of the Performing Arts Center continue to be evaluated, resulting in a reduction to operating costs.
- ◆ The Central District will be merged with the Northwest District, saving \$270,000 and eliminating seven administrative positions.
- ◆ Reduction in leisure classes with low attendance, resulting in the elimination of one position.
- ◆ New grant funds, completion of park facility improvements, and elimination of an intern will result in a net increase of 2.75 positions.

Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes additional funding of \$6,629,900 for a total Fiscal Year 2003 budget of \$26,361,100, primarily from city bond funds.

PARKS AND RECREATION

Significant Changes (Continued)

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$40,641,150 includes an increase of \$1,195,310 from Fiscal Year 2003. Revenues are projected to increase over Fiscal Year 2003. Opening of Freedom Park Center, North Central Natural Resource Park, Santa Rosa Center, and other parks and recreational facilities in Fiscal Year 2003 or Fiscal Year 2004 will require \$452,000 a year to staff and maintain.

The capital budget is decreased \$11,499,100 for a Fiscal Year 2004 budget of \$14,862,000 based on completion of city and county bond funded projects.

ADMINISTRATION OFFICES

MISSION STATEMENT: The Administration Offices Division provides direction and sets policy for four districts, the zoo, and city golf courses, and develops and manages the operating and capital budgets for the department. The division provides administrative and clerical support so that district staff can operate in a manner that promotes efficient and effective operations and ensures that customers are provided excellent service and facilities throughout the districts. The division directs planning and development activities for the department.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide support and assistance to Mayor and Council appointed citizen committees that advise the governing body.					
• Tucson Parks and Recreation Commission meetings	10	9	9	9	9
• Tucson Greens Committee meetings	12	12	12	12	12
• Tucson Rodeo Grounds/Parade Citizens Oversight Committee meetings	1	2	2	2	2
• Landscape Advisory Committee meetings	12	12	12	12	12
• Off-Leash Dog Area Task Force meetings	1	2	1	1	1
Assist City Manager with citywide issues by serving on various directors committees.	N/A	6	6	6	6
Enhance communication by meeting with city departments to improve current service.					
• Number of meetings	N/A	6	6	6	6

Administration Offices (Continued)

KEY MESURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Attend neighborhood association and citizen committee meetings to better understand community needs and involvement in our park system.	N/A	36	24	24	24
Key Outcomes					
Obtain overall service satisfaction rating of "very good" or "excellent" from surveyed customers.	95%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	27.00	28.00	28.00	27.00	27.00
Financial Resources					
General Fund	\$ 2,268,303	\$ 1,769,310	\$ 1,739,310	\$ 2,480,900	\$ 2,379,730

CENTRAL DISTRICT*

MISSION STATEMENT: The Central District ensures that customers are provided with excellent service and facilities. The district provides friendly and fun programs, well-maintained, safe, and environmentally-conscious facilities and sites including picnic areas, playgrounds, and athletic facilities. The facilities serve recreational and social needs and ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Included within the Central District responsibilities are Hi Corbett Field, Reid Park, leisure classes and registration, event and theatre services, sports administration, therapeutics, Randolph Center, the Randolph Tennis Center, and the department's volunteer program.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide and operate facilities for various programs.

• Regional Centers	N/A	N/A	1	1	1
• Adult sports leagues	80	92	92	80	80
• Programs for individuals with disabilities	122	93	124	111	111

*The Central District will be combined with the Northwest District for Fiscal Years 2003 and 2004. Since the final configuration has not been developed, all functions, except district administration, are still shown separately.

PARKS AND RECREATION

Central District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Promote youth, adult, senior, and family development through continuing safety inspections and maintenance of city sports fields, courts, and fixtures.					
• Biking/jogging paths					
◇ Number of paths	1	1	1	1	1
◇ Total paved miles	3	3	3	3	3
• Little League fields	3	1	1	1	1
• Soccer fields	2	1	1	1	1
• Tennis courts	25	25	25	25	25
• Ramadas	15	18	15	15	15
• Playgrounds	6	4	6	6	6
• Pools	N/A	N/A	1	1	1
• Indoor Gym	N/A	N/A	1	1	1
Book reservations for park facilities.	11,250	11,250	11,250	11,250	11,250
Sponsor concerts and theater performances at no cost to the public.	94	88	88	88	88
Register participants in leisure classes held in the area of gymnastics/motor development, sports fitness, cultural arts, and other physical activities.					
• Number of participants registered	29,360	31,000	29,000	29,000	29,000
• Number of KIDCO participants registered	6,256	5,000	5,000	6,000	6,000
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.					
• Number of trees planted	25	10	10	20	20
• Number of aged or damaged trees removed	9	6	6	9	9
• Gallons of reclaimed water used for irrigation (000s)	94,500	94,500	94,500	94,500	94,500
Provide adults with sports leagues.					
• Number of participants	8,850	9,700	8,900	8,900	8,900
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	N/A	25	25	25	25

Central District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Percentage of park patrons rating park facilities “satisfactory” or better.	100%	90%	90%	90%	90%
Maintain a maintenance rating of “good” or better as rated through user surveys for the district’s athletic fields.	90%	90%	90%	90%	90%
Conserve water in parks.					
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	32,500	32,500	32,500	32,500	32,500
Provide community volunteers on a year-round basis to assist staff in providing services.					
• Number of hours provided	26,905	35,000	35,000	32,000	32,000
Maintain a rating of good or better on providing core district services to other districts and departments.	80%	90%	90%	90%	90%
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	20	20	12	12

RESOURCE SUMMARY

Position Resources	150.75	141.25	141.25	139.00	139.00
Financial Resources					
General Fund	\$ 6,713,792	\$ 6,389,830	\$ 6,374,340	\$ 5,908,630	\$ 5,455,810
General Fund - Fees and Charges	1,409,370	1,720,550	1,595,250	2,210,220	2,846,080
Financial Resources Total	<u>\$ 8,123,162</u>	<u>\$ 8,110,380</u>	<u>\$ 7,969,590</u>	<u>\$ 8,118,850</u>	<u>\$ 8,301,890</u>

SOUTHWEST DISTRICT

MISSION STATEMENT: The Southwest District ensures that customers are provided with excellent service, provides friendly and fun programs, and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities serving the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Southwest District highlights includes the El Pueblo Regional Center, the Tucson Rodeo Grounds, the Kennedy Park Fiesta Area, coordination of civic events, and Senior Olympic administration.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide and operate facilities for various programs.					
• Recreation centers	2	2	2	2	2
• Neighborhood centers	2	2	2	2	2
• Regional centers	1	1	1	1	1
• Parks	27	27	27	27	27
Provide age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.					
• KIDCO sites – school year	15	15	15	15	15
• KIDCO sites – summer	19	19	19	15	15
• Programs for individuals with disabilities	9	9	9	9	9
• Programs for senior citizens	5	5	5	5	5
Provide free American Red Cross swim classes during the summer.					
• Number of classes	210	180	180	200	200
Promote youth, adult, senior, and family development through continuing safety inspections of city sports fields, courts, and fixtures.					
• Baseball fields	4	4	4	4	4
• Biking/jogging paths					
◊ Number of paths	7	6	7	7	7
◊ Total paved miles	6.1	6.1	6.1	6.1	6.1
• Football fields	8	8	8	8	8
• Little League fields	32	34	32	32	32
• Multi-purpose courts (basketball/volleyball)	12	12	12	12	12
• Soccer fields	10	11	12	12	12
• Softball fields	13	13	13	13	13
• Tennis courts	10	10	10	10	10
• Volleyball courts	5	5	5	5	5

Southwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Ramadas	20	22	22	22	22
• Playgrounds	24	26	26	26	26
• Swimming Pools	6	6	6	6	6
Book reservations for park facilities.	11,250	11,250	11,250	11,250	11,250
Provide civic event support to non-profit, educational, and other local organizations by providing bleachers, staging, and booths.					
• Number of events supported	149	175	160	160	160
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.					
• Number of trees planted	65	75	75	75	75
• Number of aged or damaged trees removed	70	50	60	60	60
Register youth for sports fitness, visual/performing arts, and environmental education through KIDCO programs.	3,130	2,500	2,260	2,260	2,260
Key Outcomes					
Percentage of park patrons rating parks facilities “satisfactory” or better.	95%	95%	95%	95%	95%
Refurbish playgrounds with new fall-zones, apparatus, and delineations for safety for a safe and user-friendly park environment.					
• Number of playground refurbishments	2	2	2	2	2
Resurface multi-use/tennis court surfaces.	3	2	2	2	2
Conserve water in parks.					
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	87,000	87,000	87,000	87,000	87,000
Enhance community awareness and involvement by attending neighborhood and community meetings.	28	16	24	24	24
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	4	4	6	6	6

PARKS AND RECREATION

Southwest District (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	126.00	119.50	123.50	124.50	124.50
Financial Resources					
General Fund	\$ 6,838,419	\$ 7,451,050	\$ 7,125,960	\$ 7,692,930	\$ 7,851,140
General Fund - Fees and Charges	264,450	297,750	276,250	382,610	491,750
Financial Resources Total	\$ 7,102,869	\$ 7,748,800	\$ 7,402,210	\$ 8,075,540	\$ 8,342,890

NORTHWEST DISTRICT*

MISSION STATEMENT: The Northwest District ensures that customers are provided with excellent service, provides friendly and fun programs, and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities to serve the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. Northwest District highlights include Aquatics Program Administration, Northwest Center, Catalina High Magnet School Park, Armory Senior Citizen Center, Pascua Neighborhood Center, Downtown, Blenman Park/School, Birdman Center, and El Rio Neighborhood Center.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide and operate facilities for various programs.

• Recreation centers	3	3	3	3	3
• Neighborhood centers	3	3	3	3	3
• Senior center	1	1	1	1	1
• Parks and Special Areas	45	33	45	46	46
• YMCA	N/A	N/A	2	2	2
• Boys/Girls Club	N/A	N/A	1	1	1

Provide age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.

• KIDCO sites – school year	10	9	9	9	9
• KIDCO sites – summer	13	10	10	10	10
• Programs for individuals with disabilities	29	29	29	29	29

*The Central District will be combined with the Northwest District for Fiscal Years 2003 and 2004. Since the final configuration has not been developed, all functions, except district administration, are still shown separately.

Northwest District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide free American Red Cross swim classes during the summer session.					
• Number of classes	959	937	937	950	965
Promote youth, adult, senior, and family development through continuing safety inspections of city sports fields, courts, and fixtures.					
• Baseball fields	7	7	7	7	7
• Biking/jogging paths					
◇ Number of paths	6	6	6	6	6
◇ Total paved miles	6.3	6.3	6.3	6.3	6.3
• Football fields	4	4	4	4	4
• Little League fields	20	20	20	20	20
• Multi-purpose courts (basketball/volleyball)	8	7	8	8	8
• Rugby fields	1	1	1	1	1
• Soccer fields	14	15	15	15	15
• Softball fields	12	12	12	12	12
• Tennis courts	13	13	13	13	13
• Volleyball courts	6	6	6	6	6
• Ramadas	40	40	42	42	42
• Playgrounds	41	43	45	45	45
• Pools	10	10	10	10	10
Book reservations at park facilities.	11,250	11,250	11,250	11,250	11,250
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.					
• Number of trees planted	40	190	50	50	50
• Number of aged or damaged trees removed	175	50	100	100	100
• Gallons of reclaimed water used for irrigation (000s)	75,000	76,000	76,000	76,000	76,000
Register youth for sports fitness, visual/performing arts, and environmental education through KIDCO programs.	1,740	1,525	1,525	1,525	1,525
Key Outcomes					
Percentage of park patrons rating park facilities “satisfactory” or better.	95%	95%	95%	95%	95%

PARKS AND RECREATION

Northwest District (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Maintain a maintenance rating of “good” or better for the district’s athletic fields as rated through user surveys.	N/A	90%	90%	90%	90%
Provide registered senior club members with socialization, technology training, fitness, and leisure class opportunities.					
• Number of registered members	7,000	N/A	7,000	7,000	7,000
Enhance water safety and swimming skills in children.					
• Number of participants	27,645	28,610	28,610	30,000	30,000
Conserve water in parks.					
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	82,000	83,000	83,000	83,000	83,000
Enhance community awareness and involvement by attending neighborhood and community meetings.	150	125	150	150	150
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	50	75	75	75	75

RESOURCE SUMMARY

Position Resources	205.25	198.75	196.75	184.50	184.50
Financial Resources					
General Fund	\$ 9,461,730	\$ 10,125,550	\$ 9,254,420	\$ 9,537,440	\$ 9,748,540
General Fund - Fees and Charges	148,660	268,550	179,000	345,270	443,650
Financial Resources Total	<u>\$ 9,610,390</u>	<u>\$ 10,394,100</u>	<u>\$ 9,433,420</u>	<u>\$ 9,882,710</u>	<u>\$ 10,192,190</u>

EAST DISTRICT

MISSION STATEMENT: The East District ensures that customers are provided with excellent service; provides friendly and fun programs; and well-maintained, safe, and environmentally-conscious facilities and sites. The district also provides picnic areas, playgrounds, and athletic facilities, serving the recreational and social needs that ensure fulfilling lifestyles for children, families, adults, seniors, and people with disabilities. East District highlights include Udall, Ft. Lowell, and Lincoln Regional Parks; Udall and Clements Regional Recreation Centers; and the Golf Links Sports Complex.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide and operate facilities for various programs.					
• Regional centers	3	3	2	2	2
• Neighborhood centers	N/A	1	-0-	1	1
• Parks	31	31	31	31	31
Provide citywide, age-appropriate activities to increase socialization skills, wellness habits, arts education, and environmental education.					
• KIDCO sites – school year	9	10	10	10	10
• KIDCO sites – summer	13	15	14	14	14
• MIDCO sites – school year	2	5	3	3	3
• MIDCO sites – summer	4	8	3	3	3
• Programs for individuals with disabilities	13	13	13	13	13
• GREAT sites	3	3	3	3	3
Provide free American Red Cross swim classes during the summer session.					
• Number of classes	390	390	390	390	390
Promote youth, adult, senior, and family development through continuing safety inspections and maintenance of city sports fields, courts, and fixtures.					
• Baseball fields	5	5	5	5	5
• Biking/jogging paths					
◇ Number of paths	8	8	8	8	8
◇ Total paved miles	3.6	11.6	3.6	3.6	3.6
• Little League fields	32	36	32	32	32
• Multi-purpose courts (basketball/volleyball)	19	14	19	19	19
• Soccer fields	25	27	25	25	25
• Softball fields	13	19	13	13	13
• Tennis courts	17	16	17	17	17

PARKS AND RECREATION

East District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Volleyball courts	6	7	6	6	6
• Ramadas	40	40	40	40	40
• Playgrounds	36	34	36	36	36
• Pools	9	9	8	8	8
Book reservations at park facilities.	11,250	11,250	11,250	11,250	11,250
Ensure turf maintenance, forestry, and preservation efforts are environmentally friendly.					
• Number of trees planted	99	9	9	9	9
• Number of aged or damaged trees removed	105	114	114	114	114
• Gallons of reclaimed water used for irrigation (000s)	152,750	152,750	152,750	152,750	152,750
Register youth for sports fitness, visual/performing arts, and environmental education through programs.					
• KIDCO sites – school year	1,127	1,095	1,227	1,227	1,227
• KIDCO sites – summer	1,440	1,555	1,540	1,540	1,540
• MIDCO sites – school year	120	360	145	145	145
• MIDCO sites – summer	65	140	135	135	135
• GREAT sites – summer	225	240	225	225	225
• Regional Center Camps – summer	540	515	440	440	440
Key Outcomes					
Percentage of park patrons rating park facilities “satisfactory” or better.	95%	95%	95%	95%	95%
Maintain a maintenance rating of “good” or better for the district’s athletic fields as rated through user surveys.	90%	90%	90%	90%	90%
Enhance water safety and swimming skills in children.					
• Number of participants	1,220	3,700	3,700	3,700	4,200
Conserve water in parks.					
• Gallons of allowable water (as determined by state regulation) saved through conservation (000s)	114,000	113,500	113,500	113,500	113,500

East District (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Enhance community awareness and involvement by attending neighborhood and community meetings.	N/A	16	16	16	16
Enhance communication with other agencies utilizing Parks and Recreation facilities through joint meetings.	10	10	12	15	15

RESOURCE SUMMARY

Position Resources	120.50	122.75	120.75	120.75	120.75
Financial Resources					
General Fund	\$ 6,079,464	\$ 7,260,460	\$ 6,674,380	\$ 7,114,320	\$ 7,511,360
General Fund - Fees and Charges	261,640	268,250	258,250	344,900	443,600
Financial Resources Total	<u>\$ 6,341,104</u>	<u>\$ 7,528,710</u>	<u>\$ 6,932,630</u>	<u>\$ 7,459,220</u>	<u>\$ 7,954,960</u>

ZOO DIVISION

MISSION STATEMENT: Reid Park Zoo provides a healthy learning environment for the exhibition of a cosmopolitan collection of animals; encourages human commitment to the conservation of biological diversity at home and throughout the world; provides an entertaining outdoor learning environment for all ages; and provides enriching environments for its captive animal population.

KEY MEASURES OF PERFORMANCE

Key Outputs

Attract visitors to Reid Park Zoo.

• Total number of visitors	442,008	400,000	410,000	410,000	410,000
• Children admitted free in school groups	32,876	32,000	30,000	30,000	30,000
• Special event attendance	35,360	20,000	20,000	20,000	20,000

Provide quality animal care.

• Total number of animals	560	475	560	560	560
• Total number of species	167	169	169	169	169
• Total number of endangered species	14	25	18	18	18

Maintain exhibits in a naturalistic manner.

Maintain walkways, public areas, and animal facilities in an aesthetically pleasing and safe condition.

• Number of acres	17	17	17	17	17
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PARKS AND RECREATION

Zoo Division (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Offer special events to attract visitors.	9	6	6	6	6
Participate in the national Species Survival Plans Program to protect and increase awareness of endangered species (number of programs).	15	15	15	15	15
Key Outcomes					
Provide proper care to newborn animals.					
• Collection mortality rate	3%	3%	3%	3%	3%
Achieve a positive rating from zoo visitors.					
• Percent of visitors rating their visit as “satisfactory” or better	96%	95%	96%	96%	96%
Provide opportunities for citizen involvement at the zoo through the Zoo Docent Program.					
• Number of volunteer hours	11,000	10,000	11,000	11,000	11,000

RESOURCE SUMMARY

Position Resources	37.00	28.00	28.00	28.00	28.00
Financial Resources					
General Fund	\$ 1,344,192	\$ 1,238,960	\$ 1,264,300	\$ 951,920	\$ 558,610
General Fund - Fees and Charges	769,230	734,740	716,400	1,046,710	1,462,370
Financial Resources Total	<u>\$ 2,113,422</u>	<u>\$ 1,973,700</u>	<u>\$ 1,980,700</u>	<u>\$ 1,998,630</u>	<u>\$ 2,020,980</u>

PARKS AND RECREATION GRANTS

MISSION STATEMENT: The Parks and Recreation Grants Unit seeks federal, state, and local grant funding for the provision of recreational opportunities and community support services. Emphasis is placed on leveraging existing city resources to enhance funding for programs and services.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Secure Parks and Recreation grants through federal, state, and local granting agencies.	10	10	10	10	10
Key Outcomes					
Improve recreational opportunities for the community through the investment of federal, state, and local grant funds (\$000s).	\$ 644	\$ 1,641	\$ 1,344	\$ 1,430	\$ 1,449

RESOURCE SUMMARY

Position Resources*	42.25	39.25	37.00	41.25	41.25
Financial Resources					
General Fund - Parks Foundation	\$ -0-	\$ 190,520	\$ 190,520	\$ 188,090	\$ 191,830
General Fund - Restricted	45,760	121,320	123,310	202,230	202,710
Miscellaneous Federal Grants	551,140	949,270	650,120	664,240	671,550
Miscellaneous Non-Federal Grants	47,770	379,510	379,790	375,430	382,420
Financial Resources Total	<u>\$ 644,670</u>	<u>\$ 1,640,620</u>	<u>\$ 1,343,740</u>	<u>\$ 1,429,990</u>	<u>\$ 1,448,510</u>

*Staff in Parks and Recreation Grants report to various staff in other divisions of the department.

TUCSON CITY GOLF

OPERATING: \$ 9,901,520
 CAPITAL: 810,700
 TOTAL: \$ 10,712,220
 POSITION TOTAL: 153.75

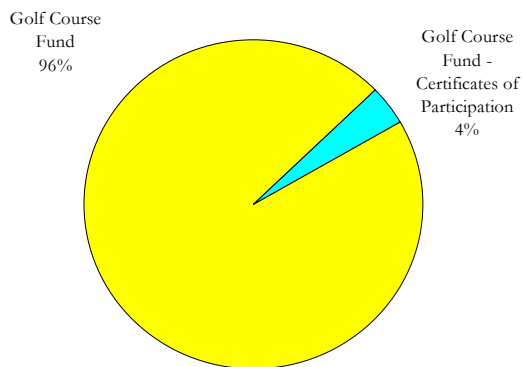
ADMINISTRATION

GOLF COURSE
MAINTENANCE

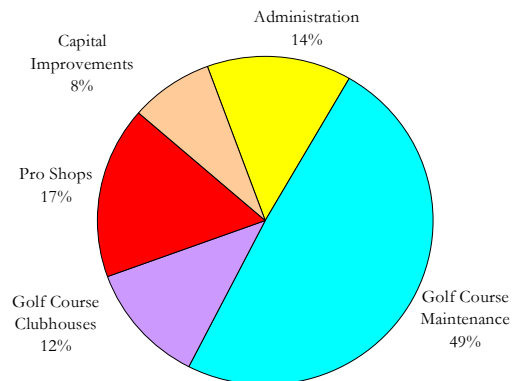
GOLF COURSE
CLUBHOUSES

PRO SHOPS

FINANCING PLAN

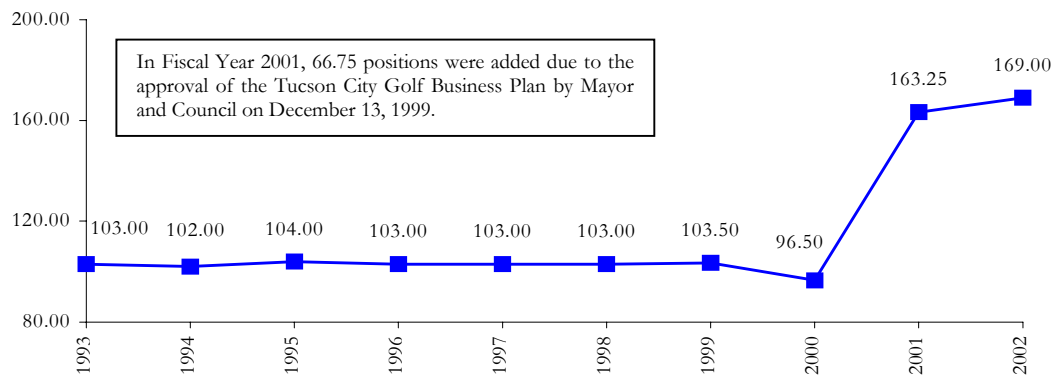


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



TUCSON CITY GOLF

MISSION STATEMENT: To maintain our golf course environments to the highest standard; establish ongoing training programs to ensure the highest level of golf course maintenance and customer service; demonstrate a positive economic investment in retail and concessions operations; and develop and promote new programs to increase our annual user base while improving communications with our golfers.

OVERVIEW

Tucson City Golf (TCG) operates and manages five golf courses, four retail pro shops, four driving ranges, and four clubhouse restaurants. TCG operations are self-supporting through the revenues generated by users. TCG promotes and assists local youth golf programs to provide golfing and training opportunities while improving golf etiquette. TCG's proactive marketing plan educates our customer base about TCG pricing values year round. TCG has established a strong communication system with our local golfers, charity groups, and golf clubs. TCG has developed a dedicated and trained workforce that provides excellent customer service and is skilled in golf course maintenance and etiquette to increase the enjoyment and frequency of play at all golf courses. The divisions of TCG are Administration, Golf Course Maintenance, Golf Course Clubhouses, and Pro Shops.

DEPARTMENT HIGHLIGHTS

TCG increased play by 4.3% from Fiscal Year 1999 to Fiscal Year 2000 and followed it up with another 4.8% increase from Fiscal Year 2000 to Fiscal Year 2001.

TCG increased its revenues 21% in Fiscal Year 2001 and limited its expenses to a 7.7% increase.

TCG went from a \$1,184,119 deficit in Fiscal Year 2000 to a \$86,171 profit in Fiscal Year 2001.

TCG improved golf course conditions and improved its overall customer service.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Caring, Healthy Families and Youth

The Junior Golf Program in Tucson is one of the most outstanding in the country. Administered by Tucson City Golf and financially supported by the Tucson Conquistadores, each year it affords nearly 2,000 youth the opportunity to play golf at no charge.



Goal: Abundant Urban Green Space and Recreation Areas

Tucson City Golf provides recreational opportunities for resident and visiting golfers on five golf courses. There are over 600 acres of turf maintained by Tucson City Golf, along with thousands of trees. In the heart of Tucson lies the Randolph Golf Course complex, an oasis of green open space consisting of two 18-hole golf courses in the midst of a thriving urban environment.



Goal: Clean Air and Quality Water

Tucson City Golf irrigates turf on the golf courses through the exclusive use of reclaimed water, saving approximately 900 million gallons of groundwater annually.

TUCSON CITY GOLF

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	5.00	5.00	5.00	5.00	5.00
Golf Course Maintenance	49.00	23.00	23.00	23.00	23.00
Golf Course Clubhouses	6.00	6.00	6.00	6.00	6.00
Pro Shops	14.00	13.00	13.00	9.00	9.00
Permanent Total	74.00	47.00	47.00	43.00	43.00
NON-PERMANENT					
Golf Course Maintenance	24.25	50.25	50.25	47.00	47.00
Golf Course Clubhouses	22.75	22.75	22.75	19.75	19.75
Pro Shops	44.75	49.00	49.00	44.00	44.00
Non-Permanent Total	91.75	122.00	122.00	110.75	110.75
Department Total	165.75	169.00	169.00	153.75	153.75

FINANCIAL SUMMARY

Administration	\$ 969,436	\$ 1,400,170	\$ 1,400,170	\$ 1,511,350	\$ 1,561,710
Golf Course Maintenance	4,755,798	5,452,010	5,452,010	5,217,850	5,285,450
Golf Course Clubhouses	1,311,339	1,433,380	1,433,380	1,293,440	1,334,150
Pro Shops	1,173,471	2,317,230	2,317,230	1,878,880	1,936,910
Operating Total	8,210,044	10,602,790	10,602,790	9,901,520	10,118,220
Capital Improvements	131,000	546,900	90,100	810,700	592,000
Department Total	\$ 8,341,044	\$ 11,149,690	\$ 10,692,890	\$ 10,712,220	\$ 10,710,220

CHARACTER OF EXPENDITURES

Personal Services	\$ 4,396,802	\$ 4,876,270	\$ 4,876,270	\$ 4,720,920	\$ 4,887,160
Services	1,647,635	2,213,300	2,213,300	2,080,920	2,116,120
Commodities	1,591,917	2,490,810	2,490,810	2,174,170	2,174,170
Equipment	261,550	285,300	285,300	285,300	285,300
Debt Service	312,140	630,380	630,380	380,450	365,810
Other	-0-	106,730	106,730	259,760	289,660
Operating Total	8,210,044	10,602,790	10,602,790	9,901,520	10,118,220
Capital Improvements	131,000	546,900	90,100	810,700	592,000
Department Total	\$ 8,341,044	\$ 11,149,690	\$ 10,692,890	\$ 10,712,220	\$ 10,710,220

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
Golf Course Fund	\$ 8,210,044	\$ 10,602,790	\$ 10,602,790	\$ 9,901,520	\$ 10,118,220
Operating Funds Total	\$ 8,210,044	\$ 10,602,790	\$ 10,602,790	\$ 9,901,520	\$ 10,118,220
CAPITAL FUNDS					
Golf Course Fund	\$ 64,220	\$ 129,900	\$ 12,000	\$ 353,900	\$ 592,000
Golf Course Fund - Certificates of Participation	66,780	417,000	78,100	456,800	-0-
Capital Funds Total	\$ 131,000	\$ 546,900	\$ 90,100	\$ 810,700	\$ 592,000
Department Total	\$ 8,341,044	\$ 11,149,690	\$ 10,692,890	\$ 10,712,220	\$ 10,710,220

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$9,901,520 reflects a decrease of \$701,270 from the Fiscal Year 2002 Adopted Budget. This reduction is based on revisions to the Mayor and Council approved Tucson City Golf Business Plan and projected revenues, including the reduction of 4 permanent and 11.25 non-permanent positions. Funding for annual merits and pay adjustments is included.

The capital budget includes an increase of \$263,800, for a Fiscal Year 2003 budget of \$810,700, which is funded with golf revenues.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$10,118,220 includes an increase of \$216,700 from Fiscal Year 2003 primarily due to pay adjustments and pension rate increases.

The capital budget is increased \$218,700 for a Fiscal Year 2004 budget of \$592,000, for the completion of golf course improvements.

ADMINISTRATION

MISSION STATEMENT: The Administration Division ensures an enjoyable golfing experience for Tucson residents and visitors by scheduling year-round play; effectively administering the automated tee time reservation and resident golf card programs; exercising prudent financial management and control of Tucson City Golf; and coordinating tournament play such as the annual Ladies Professional Golf Association (LPGA) Tournament.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide opportunities for junior golf play.					
• Number of junior play cards issued	2,000	2,200	2,200	2,200	2,200
• Total rounds of junior golf	18,000	19,000	20,000	20,000	20,000
Issue or process renewals for resident and senior golf cards.	21,500	22,500	22,500	22,500	22,500
Key Outcomes					
Provide five municipal golf courses and four driving ranges for the enjoyment and recreation of the public.					
• Total rounds of golf (18-hole equivalent)	271,000	330,000	310,000	310,000	310,000

RESOURCE SUMMARY

Position Resources	5.00	5.00	5.00	5.00	5.00
Financial Resources					
Golf Course Fund	\$ 969,436	\$ 1,400,170	\$ 1,400,170	\$ 1,511,350	\$ 1,561,710

GOLF COURSE MAINTENANCE

MISSION STATEMENT: The Golf Course Maintenance Division provides Tucson residents and visitors with five well-maintained golf courses and four driving ranges by ensuring the performance of a comprehensive maintenance program that is conscious of natural resource conservation.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Maintain 600 turfed acres for daily golf play.					
• Fairways mowed twice weekly	175	175	175	175	175
• Tees mowed three times weekly	22	22	22	22	22
• Greens mowed daily	15	15	15	15	15
• Driving ranges and practice areas	47	47	47	47	47

Golf Course Maintenance (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Conserve groundwater through the use of reclaimed water for irrigation of five golf courses (millions of gallons).	900	900	900	900	900
Maintain percentage of golf course patrons rating golf course facilities “satisfactory” or better.	N/A	82%	82%	82%	82%

RESOURCE SUMMARY

Position Resources	73.25	73.25	73.25	70.00	70.00
Financial Resources					
Golf Course Fund	\$ 4,755,798	\$ 5,452,010	\$ 5,452,010	\$ 5,217,850	\$ 5,285,450

GOLF COURSE CLUBHOUSES

MISSION STATEMENT: The Golf Course Clubhouses Division manages the clubhouses at each golf course with an emphasis on providing superior customer service. Full-service restaurants provide reasonably priced, high quality food and beverage services for golfers and non-golfers, and provide banquet and catering services for special occasions.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Provide banquet and catering services at the four golf course clubhouses.					
• Golf groups	120	110	110	110	110
• Non-golf groups	360	396	396	396	396
Key Outcomes					
Provide clubhouse food service that meets health and safety requirements.					
• Pima County Health Department rating (average score)	95%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	28.75	28.75	28.75	25.75	25.75
Financial Resources					
Golf Course Fund	\$ 1,311,339	\$ 1,433,380	\$ 1,433,380	\$ 1,293,440	\$ 1,334,150

PRO SHOPS

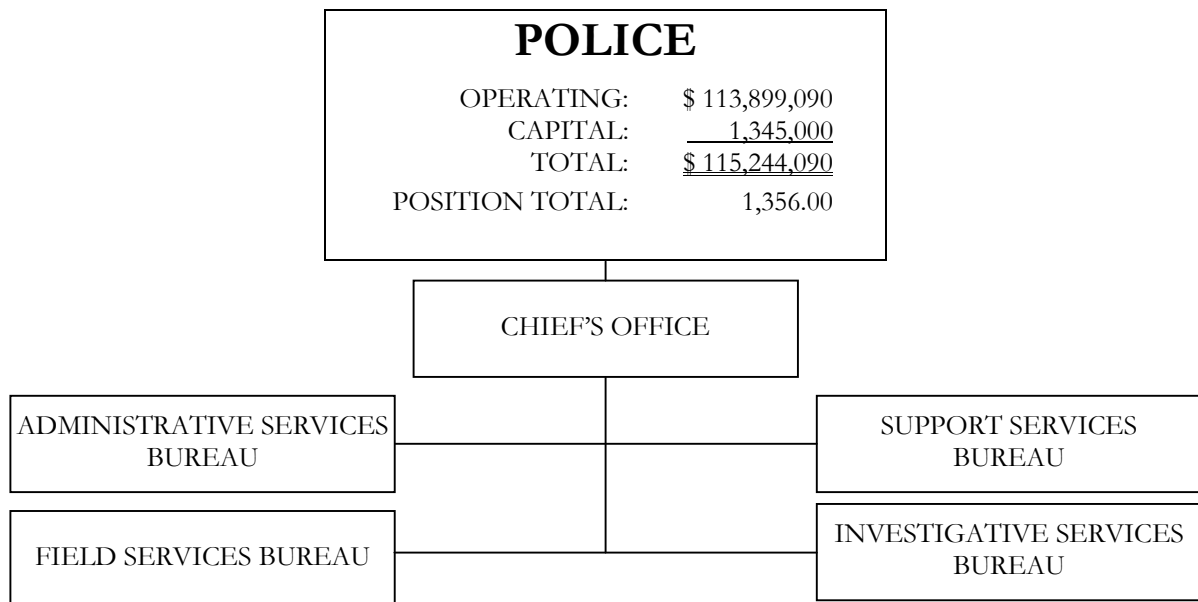
MISSION STATEMENT: The Pro Shops Division manages the golf pro shops at each golf course with an emphasis on providing superior customer service. Full-service golf pro shops collect all greens fees, offer golf merchandise for sale, manage golf course operations, and operate the driving range.

KEY MEASURES OF PERFORMANCE

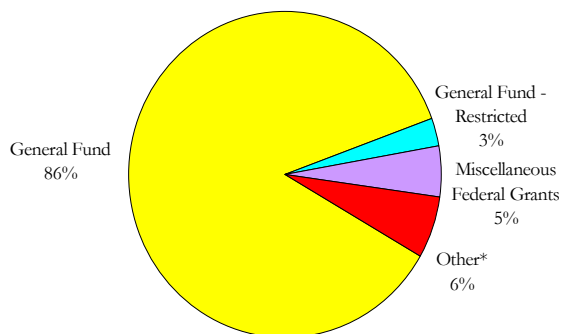
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide operations support, customer service, golf lessons, and merchandise sales at the four golf course pro shops.					
• Hours of golf lessons	4,000	4,200	4,200	4,200	4,200
• Revenue from driving range	\$ 600,000	\$ 612,000	\$ 612,000	\$ 561,800	\$ 561,800
• Revenue from pro shops	N/A	\$ 825,000	\$ 825,000	\$ 547,000	\$ 547,000
Key Outcomes					
Provide quality pro shop services.					
• Customer satisfaction rating (scale of 1 to 5)	3.5	3.75	3.75	3.75	3.75

RESOURCE SUMMARY

Position Resources	58.75	62.00	62.00	53.00	53.00
Financial Resources					
Golf Course Fund	\$ 1,173,471	\$ 2,317,230	\$ 2,317,230	\$ 1,878,880	\$ 1,936,910

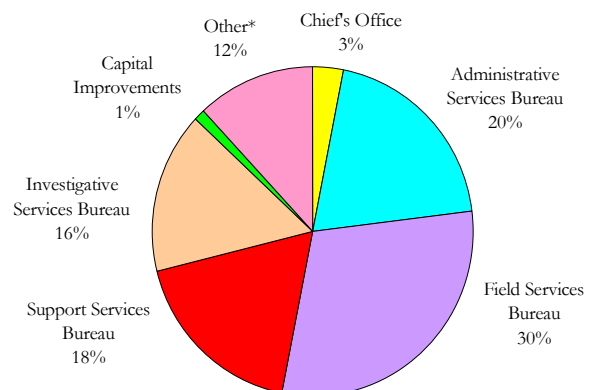


FINANCING PLAN



*Includes Public Safety Academy-General Fund Share (2%), General Fund Forfeiture Funds (1%), General Obligation Bonds (1%), Miscellaneous Non-Federal Grants (1%), and Public Safety Academy Funds-Other Agency Fees (<1%)

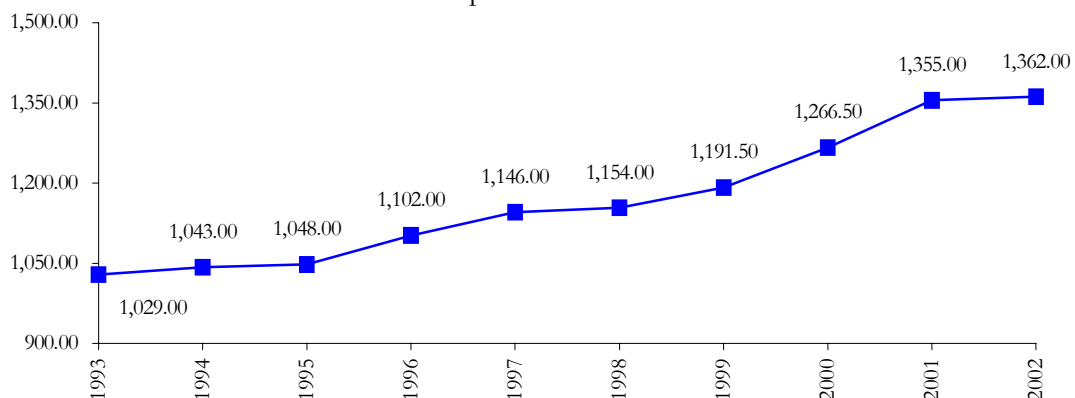
PROGRAM ALLOCATION



*Includes Police Grants (10%) and Forfeiture Funds Accounts (2%).

TEN YEAR STAFFING TRENDS

Adopted Positions



POLICE

MISSION STATEMENT: To serve the public in partnership with our community to protect life and property, prevent crime, and resolve problems.

OVERVIEW

The Tucson Police Department is organized into the Chief's Office and four bureaus: Administrative Services, Field Services, Support Services, and Investigative Services. These functional areas are responsible for delivering quality service to the public.

The Chief's Office provides policy direction to the department and ensures the integrity of the organization and its people.

The Administrative Services Bureau ensures that the highest quality of individuals are hired for positions within the department, and that operational and support functions have the necessary financial and material resources to properly serve the community. The bureau also collects, organizes, and distributes essential information to patrol and investigative staffs and provides records to the public. Finally, the bureau includes the programming and technical personnel necessary to maintain and enhance the department's information systems.

The Field Services Bureau provides patrol services and initial response to citizen calls for assistance throughout the city and, along with the Support Services Bureau, is the nucleus for community policing efforts within the department.

The Support Services Bureau ensures that all personnel are fully trained and that they maintain the necessary standards to serve as commissioned officers. The bureau's communications center receives citizen calls for assistance and either dispatches patrol officers to incidents or takes reports over the phone. It also provides air, canine, Special Weapons and Tactics (SWAT), and traffic control support to patrol officers. The bureau administers the School Resource Officer and Crime Prevention programs. It also develops and maintains the department's emergency response plans.

The Investigative Services Bureau conducts follow-up investigations of crimes to develop the information necessary for the successful prosecution of accused criminals. The bureau also analyzes and stores evidence gathered to support the prosecution of alleged offenders.

DEPARTMENT HIGHLIGHTS

The Police Department received accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in November 2001. The process included the creation of the new General Orders which is in an electronic format replacing the former Rules and Procedures departmental guidelines.

The Police Department developed and implemented a comprehensive departmental strategic work plan to ensure that work is focused towards strategic objectives.

The department is using federal grant funds to enhance technology and move significantly closer to an automated information system. These grants provide the necessary funds to upgrade computer technology that will allow patrol officers and investigators to receive more thorough information in a more timely manner.

The Mayor and Council authorized a 56 position increase in commissioned strength by approving a United States Department of Justice grant that supports the department's community policing initiatives. These new positions enhance the patrol divisions by increasing the time officers have available to work with citizens within their beats.

Department Highlights (Continued)

The construction of the Midtown Multipurpose Facility at 22nd Street and Alvernon is scheduled to begin in late summer of 2002 with completion scheduled for August 2003. It will house the Midtown Police Substation and police functions that need to be more centrally located such as ID fingerprinting and SWAT, and parking for the Mobile Command Unit.

The department added a new commander and division, the Community Resource Division, to the Support Services Bureau to prepare for major emergencies or other unique events that may occur within the city.

The Police Department continues to be involved in the community by presenting public events that serve to educate, facilitate, and improve relationships between department members and the citizens of Tucson. Some events include:

- Annual Tucson Area K-9 Trials
- Southwest Police Motorcycle Training and Competition, which raised over \$9,000 for the Arizona Special Olympics in 2001
- Holiday community events, such as Shop with a Cop, School Resource Officer's Breakfast with Santa, and the Christmas Tree Decorating Party
- Arizona Law Enforcement Torch Run for Special Olympics

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Safe Neighborhoods

The department works closely with individuals and groups to reduce crime and ensure safe neighborhoods. Community policing is a philosophy that requires officers to become familiar with their areas of assignment and work closely with residents, as well as other city departments, to improve the quality of life for citizens throughout the community.



Goal: Caring, Healthy Families and Youth

The department coordinates with schools and social service agencies to identify and work with at-risk youth to prevent them from making poor decisions that will adversely affect the rest of their lives. The School Resource Officer program places commissioned staff in schools throughout the Amphi, Sunnyside, and Tucson Unified school districts to reduce problems and serve as role models for students. Through a grant program, the department identifies at-risk youth and introduces these students to more wholesome and productive environments to show the benefits that grow out of good decisions and choices. The department also participates in the city's Internal Youth Policy Team, together with the Library, Parks and Recreation, Fire, Community Services, and Neighborhood Resources Departments.



Goal: Strong Local Businesses

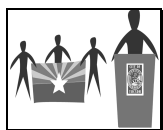
The department supports businesses by vigorously investigating and arresting individuals who commit crimes against individuals and firms in the Tucson area. Officers provide advice to companies on methods to deter crime in and around their businesses. By reducing crime, the department creates an environment in which businesses can flourish.



Goal: Successful Downtown

The department provides a safe environment to help the downtown area prosper. Foot and bike patrols furnish protection to citizens who frequent or occasionally visit the downtown area.

Support For Livable Tucson Goals (Continued)

**Goal: Engaged Community and Responsive Government**

The department promotes an engaged community and responsive government through its commitment to community based policing. The department has a citizen's steering committee to obtain public input on policies and future direction. Programs supporting an involved public include: Neighborhood Watch, citizen meetings to determine public satisfaction with the department, the Citizen's Police Academy, and reserve officer and volunteer programs.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Chief's Office	45.00	45.00	44.00	44.00	44.00
Administrative Services Bureau	214.00	214.00	214.00	142.00	142.00
Field Services Bureau	538.00	538.00	538.00	547.00	547.00
Support Services Bureau	159.00	162.00	161.00	234.00	234.00
Investigative Services Bureau	260.00	259.50	259.50	248.50	248.50
Police Grants	139.50	137.50	137.50	134.50	133.00
Permanent Total	1,355.50	1,356.00	1,354.00	1,350.00	1,348.50
NON-PERMANENT					
Police Grants	-0-	6.00	6.00	6.00	6.00
Non-Permanent Total	-0-	6.00	6.00	6.00	6.00
Department Total	1,355.50	1,362.00	1,360.00	1,356.00	1,354.50

COMMISSIONED PERSONNEL BY CLASSIFICATION

Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant - Assignment:	4.00	4.00	4.00	4.00	4.00
Assistant Police Chief					
Police Lieutenant - Assignment:	13.00	13.00	14.00	14.00	14.00
Police Captain					
Police Lieutenant	26.00	26.00	26.00	26.00	26.00
Police Sergeant - Assignment	33.00	34.00	33.00	33.00	33.00
Police Sergeant	84.50	83.50	83.50	83.50	83.50
Detective Assignment	5.00	5.00	5.00	5.00	5.00
Detective	130.00	129.00	129.00	129.00	129.00
Police Officer - Assignment	241.00	244.00	244.00	244.00	244.00
Police Officer	456.00	456.00	456.00	456.00	456.00
Commissioned Personnel Total	993.50	995.50	995.50	995.50	995.50

POLICE

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Chief's Office	\$ 3,596,522	\$ 3,445,330	\$ 3,837,010	\$ 3,504,630	\$ 3,647,660
Administrative Services Bureau	21,535,594	24,116,660	22,880,330	22,642,710	23,222,830
Field Services Bureau	29,594,491	31,897,610	31,720,930	35,306,300	36,847,540
Support Services Bureau	15,119,110	15,697,580	16,720,230	20,404,370	20,952,100
Investigative Services Bureau	16,150,691	16,915,150	17,031,950	18,314,340	19,083,860
Police Grants	10,852,201	12,175,900	13,287,670	11,370,310	12,746,980
Forfeiture Funds Accounts	838,178	2,345,520	2,344,000	2,356,430	2,369,230
Operating Total	97,686,787	106,593,750	107,822,120	113,899,090	118,870,200
Capital Improvements	1,990,113	1,723,500	2,704,560	1,345,000	6,092,000
Department Total	\$ 99,676,900	\$ 108,317,250	\$ 110,526,680	\$ 115,244,090	\$ 124,962,200

CHARACTER OF EXPENDITURES

Personal Services	\$ 75,591,193	\$ 78,641,430	\$ 79,959,080	\$ 86,561,600	\$ 90,120,410
Services	10,920,243	10,633,100	11,257,290	11,456,750	11,102,230
Commodities	3,042,172	3,818,780	3,838,570	3,565,390	3,392,400
Equipment	4,301,859	2,476,230	1,897,530	765,890	663,680
Debt Service	9,041	-0-	-0-	-0-	-0-
Other	3,823,248	7,397,200	7,547,080	7,427,050	7,604,430
Inter-Activity Transfers	(969)	3,627,010	3,322,570	4,122,410	5,987,050
Operating Total	97,686,787	106,593,750	107,822,120	113,899,090	118,870,200
Capital Improvements	1,990,113	1,723,500	2,704,560	1,345,000	6,092,000
Department Total	\$ 99,676,900	\$ 108,317,250	\$ 110,526,680	\$ 115,244,090	\$ 124,962,200

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
General Fund	\$ 83,661,278	\$ 89,459,090	\$ 90,012,070	\$ 99,259,040	\$ 104,576,470
General Fund - Forfeiture Funds	559,550	1,745,520	1,744,000	1,756,430	1,769,230
General Fund - Restricted	1,547,542	3,000,000	3,000,000	3,000,000	3,000,000
Public Safety Academy - General Fund Share	1,977,889	1,843,670	2,012,980	2,020,400	2,083,860
Public Safety Academy - Other Agency Fees	203,690	430,000	430,000	434,800	440,270
General Fund - Certificates of Participation	1,232,520	131,000	83,670	-0-	-0-
Miscellaneous Non-Federal Grants	710,591	1,135,170	874,390	1,098,390	1,095,790
Miscellaneous Federal Grants	7,793,727	8,849,300	9,665,010	6,330,030	5,904,580
Operating Funds Total	\$ 97,686,787	\$ 106,593,750	\$ 107,822,120	\$ 113,899,090	\$ 118,870,200
CAPITAL FUNDS					
Public Safety Academy - Certificates of Participation	\$ 1,939,522	\$ 321,500	\$ 60,480	\$ -0-	\$ -0-
Miscellaneous Non-Federal Grants	27,201	-0-	-0-	-0-	-0-
1994 General Obligation Bonds	14,393	-0-	70,080	-0-	-0-
2000 General Obligation Bonds	8,997	1,402,000	2,574,000	1,345,000	6,092,000
Capital Funds Total	\$ 1,990,113	\$ 1,723,500	\$ 2,704,560	\$ 1,345,000	\$ 6,092,000
Department Total	\$ 99,676,900	\$ 108,317,250	\$ 110,526,680	\$ 115,244,090	\$ 124,962,200

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$113,899,090 reflects an increase of \$7,305,340 from the Fiscal Year 2002 Adopted Budget. Although this is an increase of less than 7%, the general purpose funds budget increased more than 8%. No police officer positions were cut from the Fiscal Year 2003 budget; however, three civilian clerical positions have been eliminated. Police resources will focus on core services provided in the community, placing a lesser priority on behind the scenes administrative functions if necessary. The significant changes to expenditures are as follows:

- ◆ Federal funding for police officers has been reduced; these costs have been picked up by the general fund in order to maintain the same number of officers.
- ◆ Participation in various joint efforts in drug enforcement has been reduced.
- ◆ Investment in technology is increased \$500,000 to \$1,542,060.
- ◆ Funding for recruitment and training classes have been reduced, consistent with the reduction in federal funds for police officers.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes decreased funding of \$378,500 for a Fiscal Year 2003 budget of \$1,345,000, primarily due to completion of the Police Academy Dormitory.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$118,870,200 includes an increase of \$4,971,110 from Fiscal Year 2003. This is an increase of more than 5% in general funds and 4% overall. Almost half of this increase is due to pay adjustments. The significant changes include:

- ◆ Federal funding for police officers continues to decrease with the general fund absorbing the additional cost.
- ◆ Technology investments continue to expand by \$1.8 million.

The capital budget is increased \$4,747,000 for a Fiscal Year 2004 budget of \$6,092,000, primarily due to the bond funded construction of a new police substation.

CHIEF'S OFFICE

MISSION STATEMENT: The Chief's Office develops and implements policies that provide the highest quality of service to the community and ensures that these policies are carried out by establishing and maintaining requisite operating procedures and evaluation processes. The office provides planning and analysis support for the department, coordinates development of the operating and capital budgets, and monitors expenditures.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Respond to public inquiries and contacts through the Internal Affairs Unit within the Professional Standards Section.	1,167	1,600	1,600	1,650	1,650
Key Outcomes					
Optimize patrol function staffing levels to benefit the community.					
• Percent of patrol officer time available for community-based policing	22%	20%	20%	20%	20%
Complete investigations initiated by internal or external complaints.					
• Number of investigations initiated	1,189	1,500	1,500	1,600	1,600
• Percent of investigations completed within the goal of 20 working days	91%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	45.00	45.00	44.00	44.00	44.00
Financial Resources					
General Fund	\$ 3,596,522	\$ 3,445,330	\$ 3,837,010	\$ 3,504,630	\$ 3,647,660

ADMINISTRATIVE SERVICES BUREAU

MISSION STATEMENT: The Administrative Services Bureau provides the department with highly qualified commissioned and non-commissioned personnel who reflect the diversity of the city's population. The bureau provides financial, material, and information resources to department personnel so that they can furnish the best possible service to the community; coordinates the maintenance and acquisition of facilities and equipment and manages capital projects; facilitates police operations by providing technological support and development; furnishes public records to citizens; and reports to investigative staff for following up potential leads.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Ensure that the department remains within 96% of authorized staffing levels.*					
• Percent of staffing	95%	95%	95%	96%	96%
Copy and distribute police incident reports.	116,756	188,897	188,897	188,900	192,675
Maintain fleet readiness by ensuring that all city maintained vehicles are available for departments use at any given time.					
• Percent available	91%	91%	91%	91%	91%
Key Outcomes					
Copy and distribute all police incident reports.					
• Percent within 24 hours of receipt	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	214.00	214.00	214.00	142.00	142.00
Financial Resources					
General Fund	\$ 21,535,594	\$ 23,985,660	\$ 22,796,660	\$ 22,642,710	\$ 23,222,830
General Fund - Certificates of Participation**	-0-	131,000	83,670	-0-	-0-
Financial Resources Total	\$ 21,535,594	\$ 24,116,660	\$ 22,880,330	\$ 22,642,710	\$ 23,222,830

*This measure was previously under the Support Services Bureau.

**Certificates of Participation incorrectly shown in the Fiscal Year 2002 Adopted Budget as General Fund.

FIELD SERVICES BUREAU

MISSION STATEMENT: The Field Services Bureau protects life and property, prevents crime, preserves the peace, maintains order, and arrests suspected offenders by providing 24-hour-a-day response to calls for service. The bureau interacts with individual neighborhoods and community groups in the resolution of problems, planning for special events, and improving the quality of life.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Respond to calls for service.*					
• Number of emergency response calls	N/A	N/A	2,039	2,200	2,300
• Number of critical response calls	N/A	N/A	30,596	32,000	33,000
• Number of urgent response calls	N/A	N/A	99,870	102,000	103,500
• Number of general response calls	N/A	N/A	119,106	122,000	125,400
Key Outcomes					
Respond to emergency response calls.*					
• Percent within five minutes	N/A	N/A	90%	90%	90%
Respond to critical response calls.*					
• Percent within ten minutes	N/A	N/A	90%	90%	90%
Respond to urgent response calls.*					
• Percent within 30 minutes	N/A	N/A	90%	90%	90%
Respond to general response calls.*					
• Percent within 60 minutes	N/A	N/A	90%	90%	90%

RESOURCE SUMMARY

Position Resources	538.00	538.00	538.00	547.00	547.00
Financial Resources					
General Fund	\$ 29,594,491	\$ 31,897,610	\$ 31,720,930	\$ 35,306,300	\$ 36,847,540

*Calls for service have been reclassified in Fiscal Year 2002.

SUPPORT SERVICES BUREAU

MISSION STATEMENT: The Support Services Bureau serves as a communications link between the community and the department. The bureau provides basic and advanced training to commissioned recruits and incumbents respectively, operational support for patrol officers, and crime prevention information to neighborhoods and businesses. The bureau places officers into the public school systems to reduce problems and to serve as role models for the community's youth.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Answer emergency 9-1-1 calls routed to the Tucson Police Department.*	317,986	350,000	350,000	420,000	430,500
Process other service related calls:					
• Inbound service calls	N/A	N/A	131,760	219,600	225,100
• Outbound service calls	N/A	N/A	403,164	440,400	451,400
Answer calls to the Tucson Police Department non-emergency line (791-4444).*	103,563	135,000	135,000	140,000	143,500
Meet with school classes, groups, and associations to deliver presentations on the topics of gang resistance, substance abuse, crime prevention, personal safety, and bicycle safety.					
• Number of presentations	1,760	3,500	3,500	3,500	3,500
Respond to calls for service in support of police operations.					
• Service Dog Unit	N/A	4,800	4,800	5,100	5,180
• Air Support Unit	N/A	10,500	10,500	12,000	12,420
• SWAT	N/A	220	220	220	220
Key Outcomes					
Answer emergency 9-1-1 calls within ten seconds of the time a call is transferred to the Tucson Police Department.*					
• Percent within ten seconds	68%	60%	60%	60%	60%
Answer inbound other service calls within ten seconds.	N/A	N/A	60%	60%	60%

*These measures were previously under the Administrative Services Bureau.

Support Services Bureau (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Process outbound other service calls within three minutes.	N/A	N/A	60%	60%	60%
Answer non-emergency line (791-4444) calls within 30 seconds of the time a call enters the queue.*					
• Percent within 30 seconds	30%	60%	60%	60%	60%
Process non-emergency line calls within three minutes.*					
• Percent within three minutes	30%	60%	60%	60%	60%
Reduce traffic collision rates.					
• Number of injury-producing collisions per thousand of population	18	18	18	18	18
• Number of overall collisions per thousand of population	30	30	30	30	30

RESOURCE SUMMARY

Position Resources	159.00	162.00	161.00	234.00	234.00
Financial Resources					
General Fund	\$ 10,157,469	\$ 10,423,910	\$ 11,277,250	\$ 14,949,170	\$ 15,427,970
General Fund - Certificates of Participation	1,232,520	-0-	-0-	-0-	-0-
General Fund - Restricted	1,547,542	3,000,000	3,000,000	3,000,000	3,000,000
Public Safety Academy - General Fund Share	1,977,889	1,843,670	2,012,980	2,020,400	2,083,860
Public Safety Academy - Other Agency Fees	203,690	430,000	430,000	434,800	440,270
Financial Resources Total	<u>\$ 15,119,110</u>	<u>\$ 15,697,580</u>	<u>\$ 16,720,230</u>	<u>\$ 20,404,370</u>	<u>\$ 20,952,100</u>

*These measures were previously under the Administrative Services Bureau.

INVESTIGATIVE SERVICES BUREAU

MISSION STATEMENT: The Investigative Services Bureau conducts follow-up investigations and ensures that violent and habitual criminals are arrested and prosecuted to the fullest extent, combats the illegal drug trade through vigorous interdiction, and participates in other activities designed to reduce the financial incentive for crime.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Process requests for evidence comparison and analysis sent to the crime laboratory.	N/A	12,000	12,000	10,000	10,000
Respond to requests for identification services from officers.	N/A	3,600	3,600	4,250	4,500
Process incoming items of evidence and property.	N/A	66,000	66,000	80,000	82,000
Key Outcomes					
Complete requests for comparison and analysis sent to the crime laboratory within the established due dates.					
• Percent of timely completion	N/A	80%	80%	70%	70%
Respond to requests for identification services from officers.					
• Percent of timely completion	N/A	100%	100%	80%	80%
Process items of evidence and property for release and disposal.	N/A	53,000	53,000	50,000	50,000
Optimize clearance rates for the following crimes:					
• Homicide	N/A	80%	80%	80%	80%
• Sexual Assault	N/A	15%	15%	15%	15%
• Robbery	N/A	20%	20%	20%	20%
• Aggravated Assault	N/A	40%	40%	40%	40%
• Burglary	N/A	5%	5%	5%	5%
• Larceny	N/A	15%	15%	15%	15%
• Auto Theft	N/A	10%	10%	10%	10%

RESOURCE SUMMARY

Position Resources	260.00	259.50	259.50	248.50	248.50
Financial Resources					
General Fund	\$ 16,150,691	\$ 16,915,150	\$ 17,031,950	\$ 18,314,340	\$ 19,083,860

POLICE GRANTS

MISSION STATEMENT: The Police Grants Unit provides the budget capacity for potential grant funding from federal and state agencies and other funding sources to enhance law enforcement resources.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Enhance police resources by applying for grant funding.					
• Number of applications	23	20	20	20	20
Key Outcomes					
Improve police services to the community by obtaining resources from federal and state grants or other funding sources.					
• Number of grants received	16	24	24	23	23
• Percent of grant applications that are approved	70%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	139.50	143.50	143.50	140.50	139.00
Financial Resources					
General Fund	\$ 2,626,511	\$ 2,791,430	\$ 3,348,270	\$ 4,541,890	\$ 6,346,610
Miscellaneous Non-Federal Grants	710,591	1,135,170	874,390	1,098,390	1,095,790
Miscellaneous Federal Grants	7,515,099	8,249,300	9,065,010	5,730,030	5,304,580
Financial Resources Total	<u>\$ 10,852,201</u>	<u>\$ 12,175,900</u>	<u>\$ 13,287,670</u>	<u>\$ 11,370,310</u>	<u>\$12,746,980</u>

FORFEITURE FUNDS ACCOUNTS

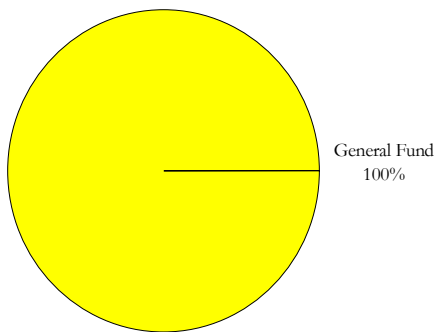
RESOURCE SUMMARY

Financial Resources					
General Fund - Forfeiture Funds	\$ 559,550	\$ 1,745,520	\$ 1,744,000	\$ 1,756,430	\$ 1,769,230
Miscellaneous Federal Grants	278,628	600,000	600,000	600,000	600,000
Financial Resources Total	<u>\$ 838,178</u>	<u>\$ 2,345,520</u>	<u>\$ 2,344,000</u>	<u>\$ 2,356,430</u>	<u>\$ 2,369,230</u>

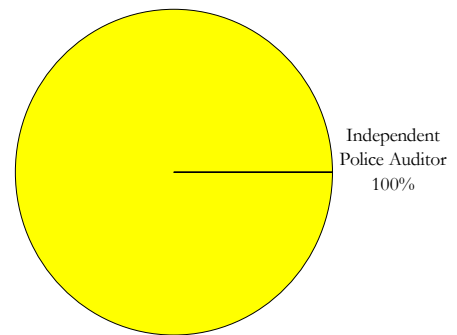
INDEPENDENT POLICE AUDITOR

OPERATING: \$ 147,440
POSITION TOTAL: 2.00

FINANCING PLAN

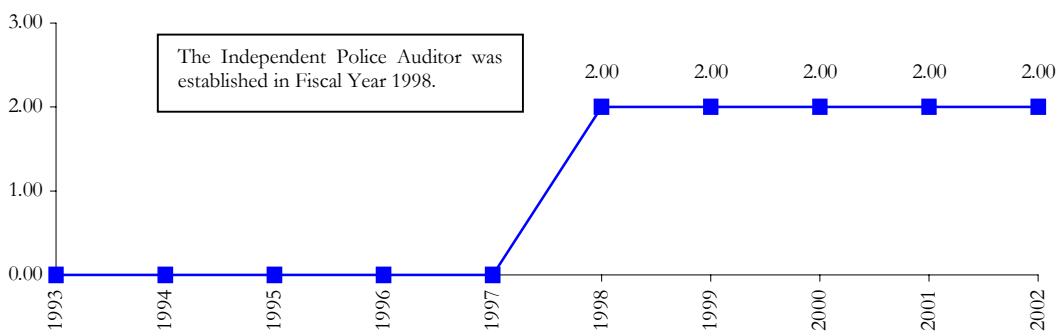


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



INDEPENDENT POLICE AUDITOR

MISSION STATEMENT: To provide citizens with an external police review process to ensure the thorough, objective, and fair resolution of citizen inquiries and complaints regarding police conduct.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Independent Police Auditor.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Independent Police Auditor responds to citizen complaints and concerns regarding police services by performing complaint audits, conducting community outreach and education, and by involving the appropriate resources within the Tucson Police Department and other city departments to address community needs.



Goal: Safe Neighborhoods

The Independent Police Auditor conveys concerns received from citizens about neighborhood crimes and police practices to the appropriate personnel within the Tucson Police Department. The Independent Police Auditor provides citizens with information about how to contact their designated geo-based police officer to facilitate and involve the community as a partner in community policing.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Independent Police Auditor	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00

FINANCIAL SUMMARY

Independent Police Auditor	\$ 135,558	\$ 143,000	\$ 141,100	\$ 147,440	\$ 154,440
Total	\$ 135,558	\$ 143,000	\$ 141,100	\$ 147,440	\$ 154,440

CHARACTER OF EXPENDITURES

Personal Services	\$ 129,096	\$ 135,000	\$ 135,000	\$ 138,010	\$ 145,010
Services	4,874	5,400	4,400	5,830	5,830
Commodities	1,588	3,600	1,700	3,600	3,600
Other	-0-	(1,000)	-0-	-0-	-0-
Total	\$ 135,558	\$ 143,000	\$ 141,100	\$ 147,440	\$ 154,440

INDEPENDENT POLICE AUDITOR

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 135,558	\$ 143,000	\$ 141,100	\$ 147,440	\$ 154,440
Total	\$ 135,558	\$ 143,000	\$ 141,100	\$ 147,440	\$ 154,440

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$147,440 reflects an increase of \$4,440 from the Fiscal Year 2002 Adopted Budget primarily due to personal services cost increases.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$154,440 includes an increase of \$7,000 from Fiscal Year 2003 primarily due to personal services cost increases.

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform monthly audits of Office of Professional Standards investigations performed by the Tucson Police Department.	12	12	12	12	12
Inform and educate citizens by conducting community outreach through public presentations, brochures, fliers, and video.	18	24	24	24	24

Key Outcomes

Provide citizens with an external police review process to ensure the thorough, objective, and fair resolution of citizen inquiries and complaints regarding police misconduct.

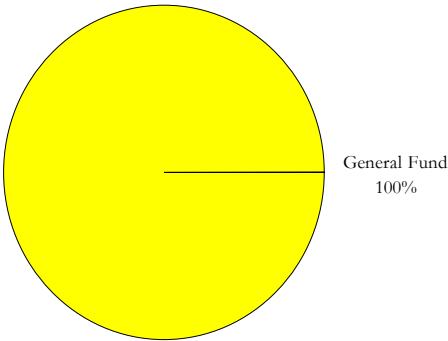
• Number of citizen inquiries/contacts	400	300	300	800	800
• Number of complaints reviewed	600	500	500	500	500
• Number of complaints referred to the Tucson Police Department's Office of Professional Standards for investigation	100	100	100	100	100

OFFICE OF THE PUBLIC DEFENDER

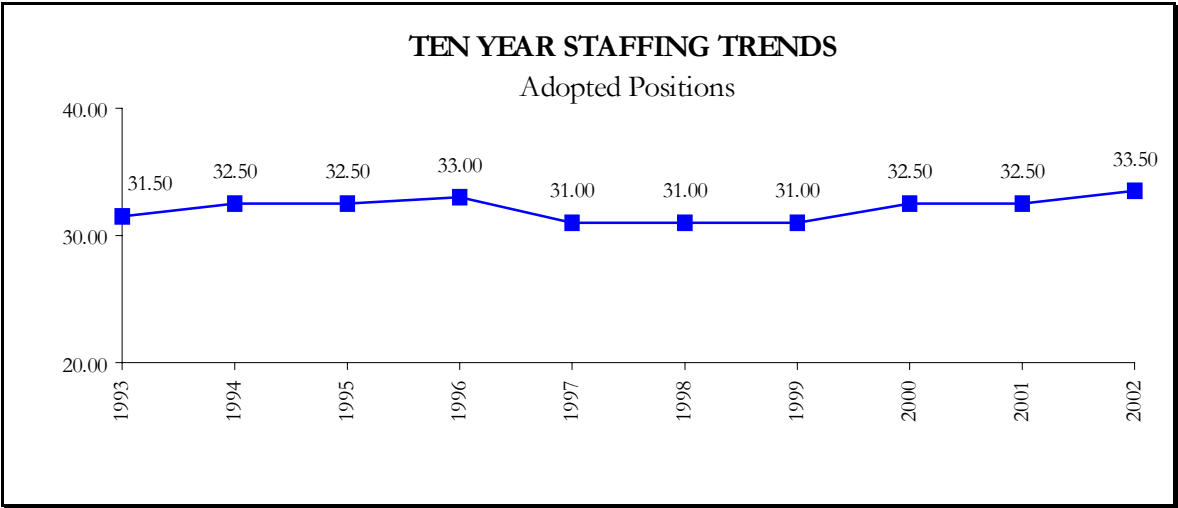
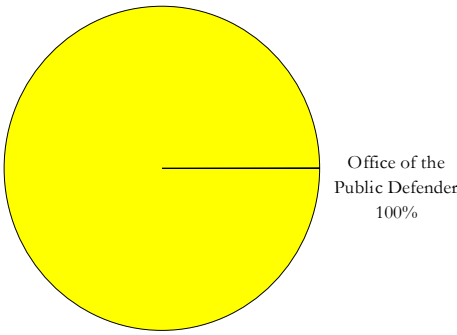
OPERATING: \$ 2,262,620
POSITION TOTAL: 33.50

OFFICE OF THE PUBLIC
DEFENDER

FINANCING PLAN



PROGRAM ALLOCATION



OFFICE OF THE PUBLIC DEFENDER

MISSION STATEMENT: To provide quality, cost-effective legal representation to indigent defendants entitled to appointed counsel in City Court in accordance with the mandates of state and federal law and the Ethical Rules of the Arizona State Supreme Court.

OVERVIEW

The Office of the Public Defender was established as a cost-effective alternative to the use of contract attorneys. The office provides legal representation independent from the Criminal Division of the City Attorney's Office. The Office of the Public Defender is staffed by 19 attorneys and 14.5 other positions.

OFFICE HIGHLIGHTS

The city's policy of aggressive domestic violence enforcement resulted in the Office of the Public Defender being assigned over 3,000 domestic violence cases during Fiscal Year 2002.

The Office of the Public Defender, in cooperation with the City Attorney's Office, will refer over 800 clients to Mental Health Diversion during Fiscal Year 2003 and again in Fiscal Year 2004. These clients will have their charges dismissed if they comply with a mental health treatment plan intended to reduce repeat offenses.

SUPPORT FOR LIVABLE TUCSON GOALS



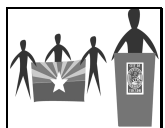
Goal: Reduced Poverty and Greater Equality of Opportunity

The Office of the Public Defender represents indigent persons charged with crimes in City Court. One of the goals of the office is to ensure that these indigent persons receive equal justice and that all of their constitutional rights are protected.



Goal: Caring, Healthy Families and Youth

One of the services provided by the Office of the Public Defender is the referral of clients, when appropriate, to counseling services and social service agencies to deal with the cause of their criminal activity. The Office of the Public Defender will refer a projected 600 persons to appropriate agencies during Fiscal Year 2003 and again in Fiscal Year 2004.



Goal: Engaged Community and Responsive Government

The Office of the Public Defender maintains a continuous dialogue with other government agencies, the courts, and with local mental health experts, in order to be as responsive as possible to the changing needs of our clients and the community.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Office of the Public Defender	32.50	33.50	33.50	33.50	33.50
Total	32.50	33.50	33.50	33.50	33.50

OFFICE OF THE PUBLIC DEFENDER

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Office of the Public Defender	\$ 1,939,841	\$ 2,072,480	\$ 2,072,480	\$ 2,262,620	\$ 2,361,320
Total	\$ 1,939,841	\$ 2,072,480	\$ 2,072,480	\$ 2,262,620	\$ 2,361,320

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,791,715	\$ 1,919,290	\$ 1,904,790	\$ 2,081,550	\$ 2,181,340
Services	97,933	127,670	125,170	133,180	132,090
Commodities	39,879	46,520	42,520	47,890	47,890
Equipment	10,314	-0-	-0-	-0-	-0-
Other	-0-	(21,000)	-0-	-0-	-0-
Total	\$ 1,939,841	\$ 2,072,480	\$ 2,072,480	\$ 2,262,620	\$ 2,361,320

SOURCE OF FUNDS

General Fund	\$ 1,939,841	\$ 2,072,480	\$ 2,072,480	\$ 2,262,620	\$ 2,361,320
Total	\$ 1,939,841	\$ 2,072,480	\$ 2,072,480	\$ 2,262,620	\$ 2,361,320

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$2,262,620 reflects an increase of \$190,140 from the Fiscal Year 2002 Adopted Budget. This increase is the result of nondiscretionary increases in personnel costs, including pay adjustments and merits and changes in pension and insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,361,320 includes an increase of \$98,700 from Fiscal Year 2003. As in Fiscal Year 2003, this increase results entirely from personnel related increases.

KEYS MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Represent all indigent persons appointed to the Office of the Public Defender by City Court.	7,000	7,200	7,200	7,500	7,700
Process complaints promptly and effectively.					
• Number of complaints from clients	15	20	20	25	30
Key Outcomes					
Provide legal representation in an efficient and timely manner to indigent members of the community so that their constitutional right to counsel is maintained.					
• Percent of clients represented in a timely manner	100%	100%	100%	100%	100%
• Percent of satisfied clients	N/A	99%	99%	99%	99%
Provide representation in a cost-effective manner.					
• Average cost per case	\$ 274	\$ 288	\$ 288	\$ 302	\$ 307

Environment & Development

TRANSPORTATION



DOWNTOWN



GROWTH



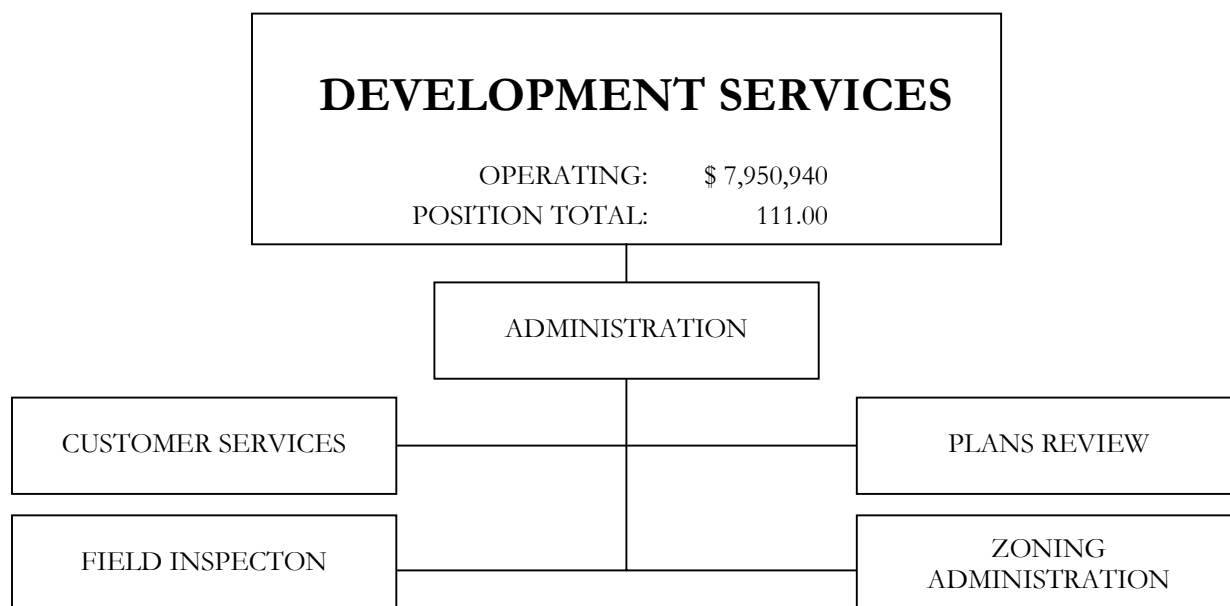
GOOD GOVERNMENT

ECONOMIC DEVELOPMENT

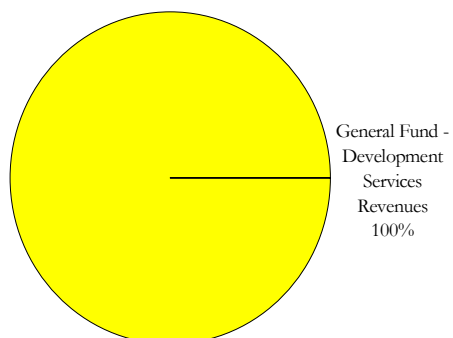


NEIGHBORHOODS

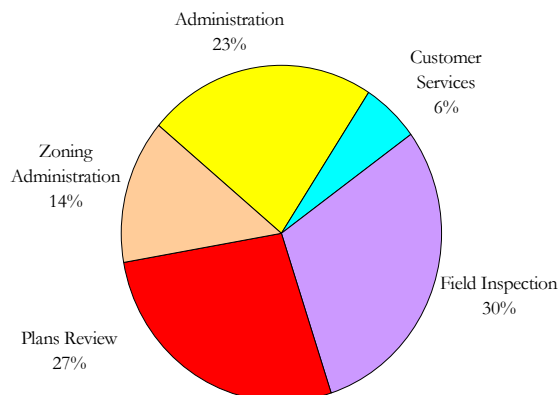




FINANCING PLAN

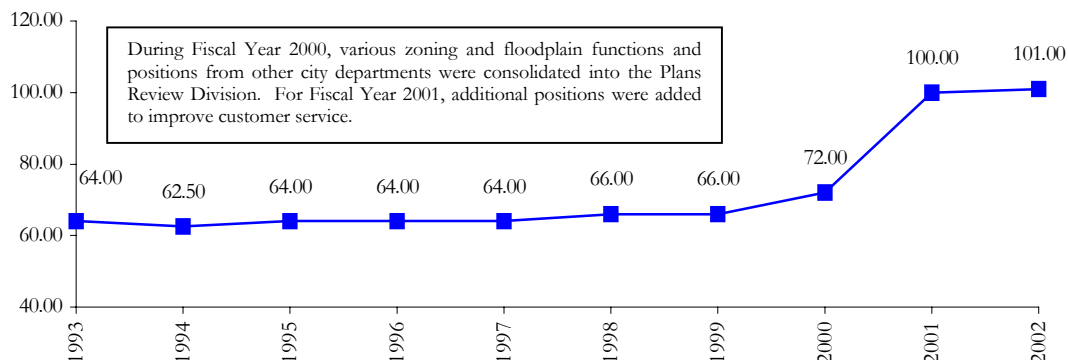


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



DEVELOPMENT SERVICES

MISSION STATEMENT: To protect the public's safety, health, and welfare through responsive and objective interpretation, application, and enforcement of adopted and mandated laws and standards that govern construction, development, and signs. To provide centralized development-related services.

OVERVIEW

The Development Services Department manages a comprehensive plan review process and field inspections for residential and business construction activities. Experienced and qualified personnel provide technical assistance on building and development-related codes, plan review, permits, and inspections to ensure compliance to the adopted city codes.

The department is organized into five divisions: Administration, Customer Services, Field Inspection, Plans Review, and Zoning Administration. These divisions address the regulatory functions governing development and construction in the city.

The city and county Development Services Departments share a computerized plan review and permitting system. The software ensures the customer that all code-related items have been reviewed and all necessary inspections are conducted. The software also allows the tracking, monitoring, and resolution of property and housing complaints. In addition, the department maintains plan review files, inspection records, and approved plans on microfilm in a centralized location accessible to the public.

The department also addresses reported violations of the city's housing, building, and sign codes through plan review, permitting, and by a comprehensive complaint inspection process. Enforcement of the city's sign code aims to balance a highly aesthetic image for the community with the needs of businesses for identification and advertisement.

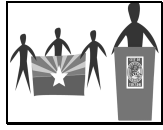
DEPARTMENT HIGHLIGHTS

The Development Services Department standardized the time frames for all submitted plan reviews to a four-week review process. After an initial four-week review period, the applicant is advised of the status of their review. If a second review is required, it is also given a four-week time frame.

A department Web page has been created to help facilitate communications with both our internal and external customers. The "E-Services" portion of the Web page provides customers the ability to monitor permitted development within the City of Tucson, the status of plan reviews, inspection results, contractor permit activity, and pre-payment account balances. Additionally, a Development Services Procedures Manual can be found on the Web site.

The Development Services Department is committed to providing excellent customer service. The department continues to provide training to enhance and upgrade the existing skills of the employees. Bilingual classes explaining rental property regulations, the permitting process, and manufactured home regulations have been provided to our customers.

SUPPORT FOR LIVABLE TUCSON GOALS



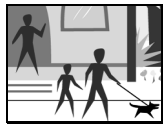
Goal: Engaged Community and Responsive Government

The Development Services Department has assigned staff to Neighborhood Resources NETeams to engage the community in meaningful interactions that address citizens' particular and unique needs. Staff also participates in neighborhood meetings to discuss the functions of the department and to address issues of concern regarding development-related code enforcement and compliance efforts. Classes and self-help tools, such as the Development Services Processes Manual, have been created to assist citizens with the permitting and code enforcement processes. The department seeks to improve its service delivery to the community through the use of surveys and client interactions.



Goal: Safe Neighborhoods

The Development Services Department actively seeks to provide safe and lawfully operated residential and commercial structures in neighborhoods through the use of plan review, construction permits, and inspection procedures. The department has undertaken a proactive approach to the identification of unsafe rental properties by conducting inspections to ensure compliance with adopted development-related codes that address life, safety, and health-related issues. The Development Services Department has been working cooperatively with neighborhood associations in the identification and securing of vacant and abandoned structures. Development Services also works cooperatively with the Police Department, Fire Department, and other health and safety agencies in responding to emergencies.



Goal: People-Oriented Neighborhoods

The Development Services Department, through the enforcement of adopted development-related codes and standards, contributes towards maintaining the viability and integrity of neighborhoods.



Goal: Strong Local Businesses

The Development Services Department is actively involved in commercial project expansions and new development identified by the city's Office of Economic Development. Project managers are assigned to facilitate meetings and to identify potential development-related issues. They assist in expediting the plan review, permitting, and inspection processes associated with the unique scheduling needs of our clients. Department staff facilitate ad hoc committees comprised of local business people, such as licensed contractors and mobile home operators, to discuss regulations and issues that effect them. Additionally, staff members participate as liaisons on organizations such as the Small Business Administration and the Greater Tucson Economic Council (GTEC).



Goal: Successful Downtown

The department is actively involved in the Rio Nuevo Project through participation in the city departments directors' team.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	21.00	21.00	24.00	16.00	16.00
Customer Services	11.00	11.00	11.00	10.00	10.00
Field Inspection	34.00	34.00	35.00	35.00	35.00
Plans Review	32.00	33.00	33.00	32.00	32.00
Zoning Administration	-0-	-0-	-0-	17.00	17.00
Permanent Total	98.00	99.00	103.00	110.00	110.00
NON-PERMANENT					
Field Inspection	2.50	2.00	1.00	1.00	1.00
Non-Permanent Total	2.50	2.00	1.00	1.00	1.00
Department Total	100.50	101.00	104.00	111.00	111.00

FINANCIAL SUMMARY

Administration	\$ 1,810,774	\$ 2,392,960	\$ 2,349,100	\$ 1,826,350	\$ 1,905,440
Customer Services	460,894	412,820	412,820	499,690	524,080
Field Inspection	2,181,107	2,194,020	2,175,780	2,367,230	2,460,880
Plans Review	1,625,848	2,098,280	2,006,050	2,145,800	2,243,330
Zoning Administration*	-0-	-0-	-0-	1,111,870	1,143,830
Department Total	\$ 6,078,623	\$ 7,098,080	\$ 6,943,750	\$ 7,950,940	\$ 8,277,560

CHARACTER OF EXPENDITURES

Personal Services	\$ 5,027,455	\$ 5,829,250	\$ 5,699,250	\$ 6,713,800	\$ 7,012,120
Services	838,366	1,054,160	1,029,590	1,070,330	1,072,830
Commodities	151,914	242,360	242,600	228,010	226,810
Equipment	155,514	37,310	37,310	3,800	30,800
Inter-Activity Transfers	(94,626)	(65,000)	(65,000)	(65,000)	(65,000)
Department Total	\$ 6,078,623	\$ 7,098,080	\$ 6,943,750	\$ 7,950,940	\$ 8,277,560

SOURCE OF FUNDS

General Fund - Development Services Revenues	\$ 6,078,623	\$ 7,098,080	\$ 6,943,750	\$ 7,950,940	\$ 8,277,560
Department Total	\$ 6,078,623	\$ 7,098,080	\$ 6,943,750	\$ 7,950,940	\$ 8,277,560

*As part of a citywide reorganization, Zoning Administration was formed from staff transferred from the Comprehensive Planning Task Force.

DEVELOPMENT SERVICES

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$7,950,940 reflects an increase of \$852,860 from the Fiscal Year 2002 Adopted Budget. Citywide reorganizations resulted in a net increase of \$564,310 and six FTEs. Revenues are projected to cover the remaining \$288,550 increase with no increase in rates. The significant changes to expenditures are as follows:

- ◆ Zoning Administration was transferred to Development Services from Comprehensive Planning Task Force, including 17 positions.
- ◆ Property and Housing Complaints and Public Information was transferred to Department of Neighborhood Services including 11 positions. This included a new administrative position and two inspectors assigned to the Slum Abatement and Blight Enforcement Response (SABER) program.
- ◆ Improvements to public service and operational efficiencies will be accomplished through the use of advanced technology. In order to facilitate future enhancements, one project manager position and two systems analysts were transferred to Development Services from Information Technology.

Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$8,277,560 includes an increase of \$326,620 from Fiscal Year 2003, primarily for pay adjustments and other personnel-related costs. Projected revenues are anticipated to cover the additional costs.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction, project management, and administrative support, to ensure an effective, efficient, and responsive development services center.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Coordinate and review all submitted sub-division plats and development plans.					
• Number of plats and plans reviewed	72	120	100	100	100
Process appeals to the city's building official.					
• Number of appeals processed	109	81	100	60	60
Provide community training, education, and information associated with the department's permitting and code enforcement processes.					
• Develop informational reports, brochures, and fliers	16	12	18	18	18
• Attend community-sponsored meetings	15	12	18	18	18

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide the development community with timely and consistent review of subdivision/development plans.					
• Initial comments completed within four weeks of original submittal	N/A	100%	100%	100%	100%
Process appeals to the building official within the required ten calendar day time frame.					
• Percent processed within time frame	80%	90%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	21.00	21.00	24.00	16.00	16.00
Financial Resources					
General Fund - Development Services Revenues	\$ 1,810,774	\$ 2,392,960	\$ 2,349,100	\$ 1,826,350	\$ 1,905,440

DEVELOPMENT SERVICES

CUSTOMER SERVICES

MISSION STATEMENT: The Customer Services Division provides efficient and effective customer service delivery to citizens in the areas of building permitting, records retrieval, and storage by issuing permits, recording plan review activity, maintaining records, and verifying Certificates of Occupancy.

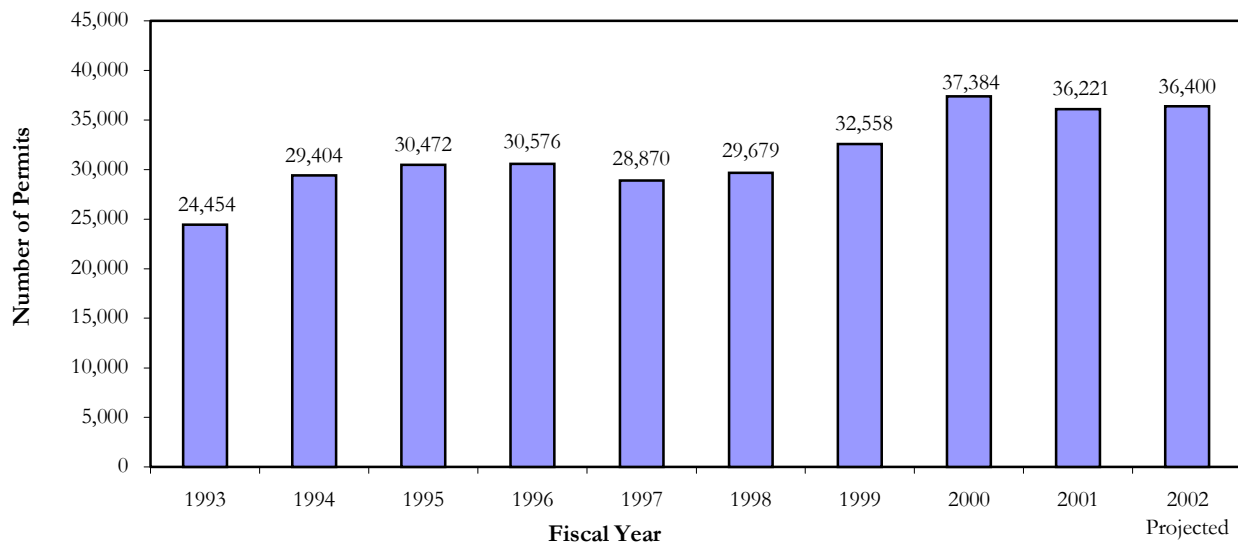
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Prepare and issue building permits.					
• Number of permits issued	36,221	35,000	36,400	37,856	37,856
Key Outcome					
Provide “satisfactory” or better service to walk-in customers.					
• Percent of “satisfactory” or better responses indicated on customer surveys	90%	90%	95%	98%	98%

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	10.00	10.00
Financial Resources					
General Fund - Development Services Revenues	\$ 460,894	\$ 412,820	\$ 412,820	\$ 499,690	\$ 524,080

PERMITS ISSUED (ALL CATEGORIES)



FIELD INSPECTION

MISSION STATEMENT: The Field Inspection Division protects the public's health and welfare by inspecting all construction activities for compliance with approved plans as regulated by the city's building, sign, and technical codes.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Perform inspections of new construction, remodels, and additions.					
• Number of commercial inspections	47,359	45,000	60,000	55,000	60,000
• Number of residential inspections	111,055	100,000	105,000	100,000	100,000
Inspect arterial and collector streets to ensure sign code compliance.					
• Miles inspected	7,692	5,000	8,000	8,000	8,000
Investigate sign code complaints.					
• Number of locations found to be in violation of the sign code	4,654	4,800	4,800	4,800	4,800
Inspect subdivisions for the release of assurances (secured funds for transportation, floodplain, and other improvements).					
• Number of inspections	144	140	140	180	216
Key Outcomes					
Provide timely and impartial inspections.					
• Percent of commercial inspections completed within 24 hours of customer's request	N/A	98%	98%	98%	98%
• Percent of residential inspections completed within 24 hours of customer's request	N/A	98%	98%	98%	98%
• Percent of subdivisions inspected for assurance release within three business days of request	N/A	90%	90%	95%	95%

RESOURCE SUMMARY

Position Resources	36.50	36.00	36.00	36.00	36.00
Financial Resources					
General Fund - Development	\$ 2,181,107	\$ 2,194,020	\$ 2,175,780	\$ 2,367,230	\$ 2,460,880
Services Revenues					

DEVELOPMENT SERVICES

PLANS REVIEW

MISSION STATEMENT: The Plans Review Division reviews all development plans submitted for compliance with the minimum standards of the building and technical codes that protect the public's safety, health, and welfare.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Perform review for all commercial building plans.					
• Number of plans reviewed	2,752	2,030	2,568	2,400	2,400
Perform review for all residential and model home building plans.					
• Number of plans reviewed	7,809	4,640	6,528	6,338	6,400
Key Outcomes					
Provide timely and impartial plans reviews while protecting the public health and welfare.					
• Percent of commercial plan reviews completed within four weeks	90%	90%	90%	95%	95%
• Percent of residential plan reviews completed within four weeks	90%	90%	90%	95%	95%

RESOURCE SUMMARY

Position Resources	32.00	33.00	33.00	32.00	32.00
Financial Resources					
General Fund - Development Services Revenues	\$ 1,625,848	\$ 2,098,280	\$ 2,006,050	\$ 2,145,800	\$ 2,243,330

ZONING ADMINISTRATION*

MISSION STATEMENT: The Zoning Administration Division administers and enforces the application of ordinances and regulations relating to the development and use of land in accordance with state statutes and the Tucson Land Use Code. This is accomplished by providing zoning information to the public, investigating complaints about zoning violations, performing site reviews, assisting with zoning review for permit/license applications, and coordinating variance review processes; evaluates and processes rezoning requests and special exception land use requests; and provides rezoning information to the public.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Review and report on rezoning to the Zoning Examiner and Mayor and Council.					
• Number of reviews and reports	105	130	130	130	130
Review and report on special exception land use cases to the Zoning Examiner and the Mayor and Council.					
• Number reviews and reports	40	120	32	30	30
Review and report on original zoning for annexation to the Mayor and Council.					
• Number of reviews and reports	6	4	4	8	8
Review special exception land use cases.					
• Number of reviews	30	110	16	20	20
Respond to written requests from property owners for zoning compliance letters within five days.					
• Number of requests received	200	153	190	200	220
• Number of requests completed within five days of receiving requests	156	120	156	160	160
Process specialized use and compliance review applications.					
• Number of applications	80	20	100	110	120
Process liquor license applications for zoning compliance within five days.					
• Number of applications	280	380	300	320	380

*As part of a citywide Fiscal Year 2003 reorganization Zoning Administration was formed from staff transferred from the Comprehensive Planning Task Force. Key measures of performance for prior years are included here for comparative purposes.

DEVELOPMENT SERVICES

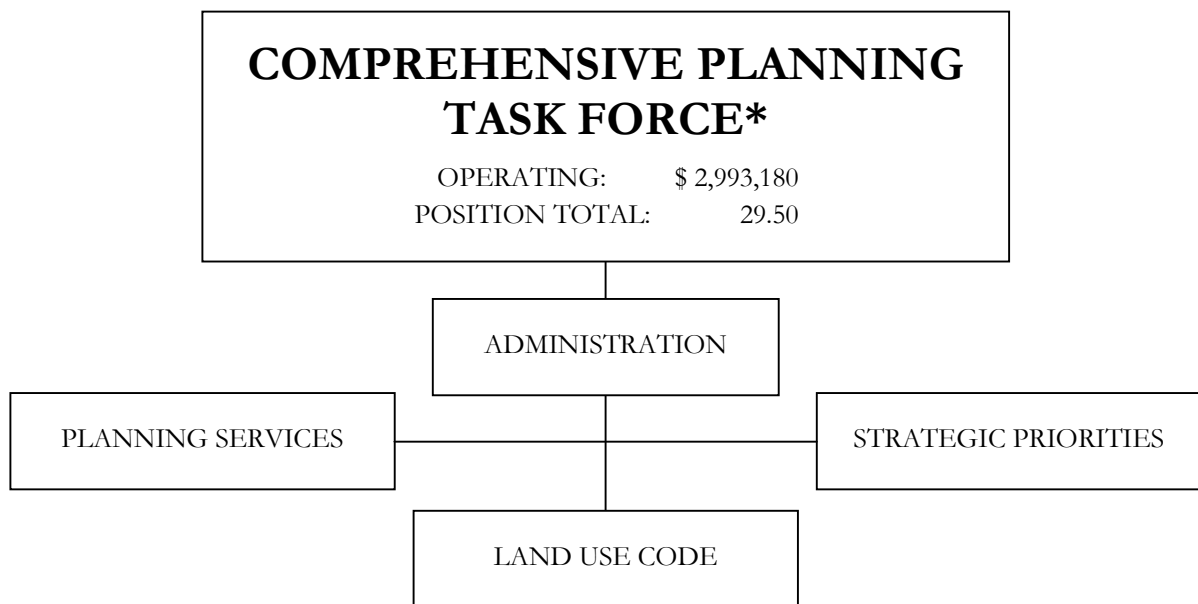
Zoning Administration (Continued)

KEY MEASURES OF PERFORMANCE

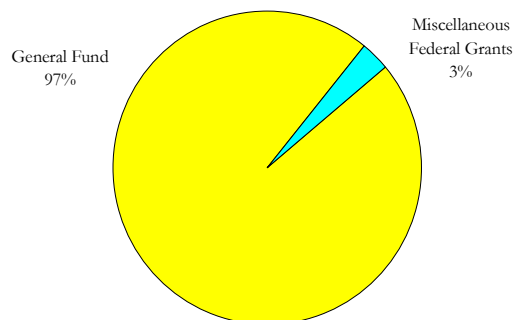
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Process lot development option applications that modify setbacks and wall heights.					
• Number of applications	179	210	160	170	170
Key Outcomes					
Increase availability, through the rezoning process, of land for immediate residential and non-residential development.					
• Residential acreage	300	300	300	790	890
• Non-residential acreage	100	100	100	1,370	1,370
Resolve zoning violations through enforcement actions of the division.					
• Percent of zoning violations successfully resolved	95%	95%	95%	95%	95%

RESOURCE SUMMARY

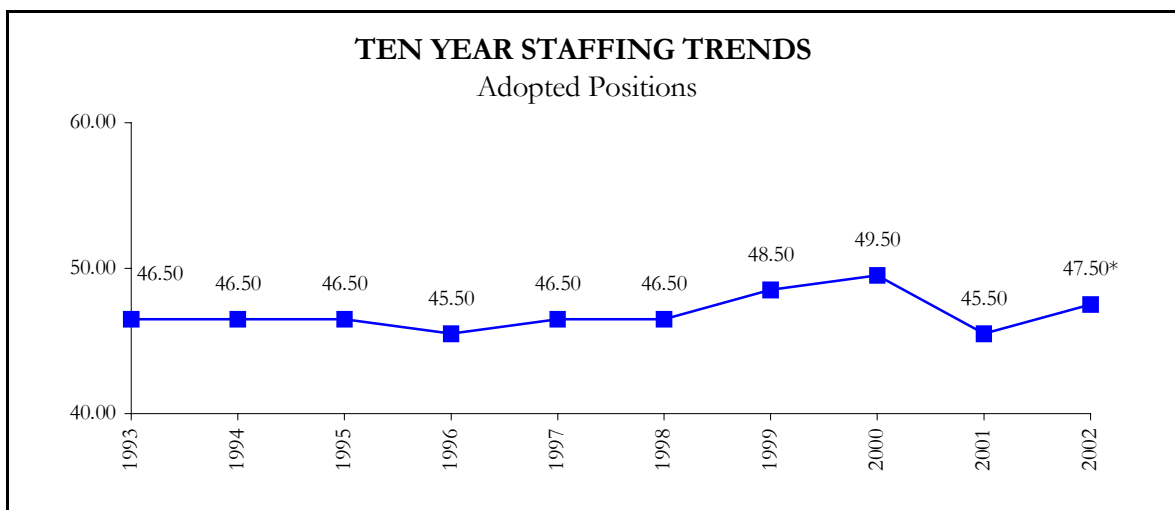
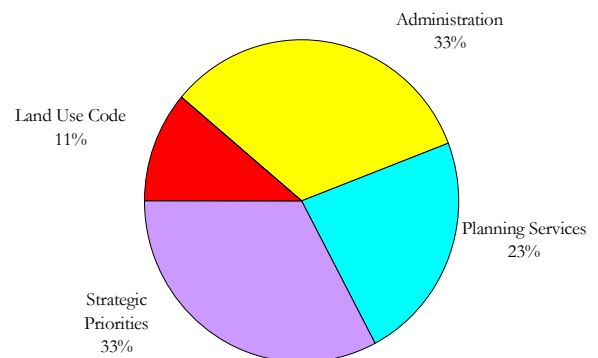
Position Resources	-0-	-0-	-0-	17.00	17.00
Financial Resources					
General Fund - Development Services Revenues	\$ -0-	\$ -0-	\$ -0-	\$ 1,111,870	\$ 1,143,830



FINANCING PLAN



PROGRAM ALLOCATION



*Mayor and Council adopted the creation of the Comprehensive Planning Task Force through a reorganization of the Planning Department. As part of the reorganization, Regional Planning and Research has become Planning Services, Community Planning and Preservation is Strategic Priorities, and Land Use Code and Rezoning is now Land Use Code. Zoning Administration and Compliance transferred to Development Services for Fiscal Year 2003 due to a realignment of functions.

COMPREHENSIVE PLANNING TASK FORCE

MISSION STATEMENT: To elevate long range comprehensive planning to the highest level priority for the City of Tucson, while preserving and enhancing Tucson's cultural, environmental, and historical resources.

OVERVIEW

The Comprehensive Planning Task Force was created by the Mayor and Council through a reorganization of the Planning Department to focus on long range comprehensive planning for the community.

The Comprehensive Planning Task Force mission will be carried out through the divisions of Administration, Planning Services, Strategic Priorities, and Land Use Code upon finalization of a move to a larger facility to incorporate the combined staff that will be formulating the City of Tucson's Planned Growth Strategic Priorities.

To afford and support a sustainable community, Tucson's existing land use pattern needs to progress to one that features mixed-use development and a range of densities, while acknowledging our unique identity and preserving natural open space. This progression to more efficient and sustainable land use pattern maximizes the utilization of our resources in providing desirable and necessary infrastructure and services to our citizens.

The emphasis of the Comprehensive Planning Task Force for Fiscal Years 2003 and 2004 is to ensure the balanced growth of the community, build effective relationships with regional partners, implement the General Plan's cost of development strategy, and improve service delivery to address the demands of a growing community. Balanced growth of community will be pursued through development and reinvestment in the Central Core and Mid-City Growth Areas, and by implementing the Desert Village Model of development in Evolving Edge and the Future City Growth Areas. The Task Force will continue the process that was begun in the development of Tucson's General Plan where all stakeholders within the community-individuals, families, neighborhoods, organizations, and businesses-engage in constructive dialogue to define the future of the Tucson valley.

OFFICE HIGHLIGHTS

The Comprehensive Planning Task Force will strive to build effective relationships with citizens, other governments, and the private sector to identify solutions to the challenges within each of the city's growth areas. Emphasis will be on implementation of the General Plan approved by voters in November 2001.

The Task Force will be comprised of a cross-departmental multidisciplinary team focused on four priority areas: balanced growth, regional cooperation, general plan implementation, and improved service delivery. This will include a focus on the development of urban design, building and development guidelines that are based on Tucson's diverse culture, history, and land use patterns. Examples of projects include cost of development, corridor planning (Houghton, Stone Avenue, Sixth Avenue, Broadway, etc.), design guidelines, redevelopment opportunities, and neighborhood plan review.

The Task Force will address the planning needs of the community while it engages the citizens of Tucson in dialogue on key issues. Efforts to conduct planning activity will include public information and outreach that provides the community additional information regarding implementation of the General Plan.

SUPPORT FOR LIVABLE TUCSON GOALS

**Goal: Better Alternatives to Automobile Transportation**

The Comprehensive Planning Task Force, together with community representatives, promotes alternate modes of transportation through Major Streets and Routes Plan revisions, neighborhood and area planning, and Tucson General Plan policies. The Growth Area element of the Tucson General Plan contains policies promoting alternative modes of travel, through mode choice by the public and through land development patterns.

**Goal: Engaged Community and Responsive Government**

The Comprehensive Planning Task Force is involved in outreach to the community regarding long range planning issues. Integral to the Task Force's outreach are its informative and highly used Web site (3,000 hits per month) and a comprehensive set of bilingual information brochures. The strategic planning program provides an opportunity for staff to educate and work with citizens about the planning process and government services to make lasting neighborhood contacts.

**Goal: Safe Neighborhoods**

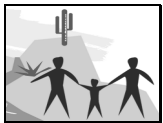
Tucson General Plan policies emphasize the design of neighborhoods and developments to create safe neighborhoods. Though the application and development of planned growth design concepts and models, the Task Force in cooperation with the Tucson Police Department supports "safe by design" principles.

**Goal: Infill and Reinvestment, Not Urban Sprawl**

The Tucson General Plan Growth Land Use and Community Character and Design Elements encourage sustainable infill development, which preserves and enhances existing neighborhoods. Through the application of land use codes, area and neighborhood plans provide land use stability for property owners to reinvest in the city.

**Goal: Abundant Urban Green Space and Recreation Areas**

Through implementation of the Parks, Recreation, Open Space, and Trails Element of the General Plan, urban green space and recreation areas are evaluated. The Task Force will communicate the city's green space and recreation goals to the State Land Department and their consultants for inclusion in future land dispositions and development plans.

**Goal: Protected Natural Desert Environment**

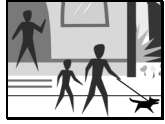
The Comprehensive Planning Task Force supports protection of the natural desert environment through efforts to improve wash/greenway preservation. Staff works cooperatively with engineering staff to map and designate washes in undeveloped areas of the city for protection of natural riparian resources.

Support for Livable Tucson Goals (Continued)



Goal: Strong Local Business

The Task Force will provide results of research and socioeconomic information vital to the development of business plans, proformas, and financial applications to assist citizens seeking to develop or expand small business. Staff will conduct research and develop strategies to support economic development in the city to decision-makers. Staff will also continue to update the Web site to provide current socioeconomic information.



Goal: People-Oriented Neighborhoods

The Task Force supports people-oriented neighborhoods and neighborhood planning processes by working with property owners and residents to develop policy direction specific to the future of their neighborhoods. Though the development of design guidelines to ensure balanced growth, infrastructure needs such as streets will be incorporated to further enhance neighborhoods.



Goal: Respected Historic and Cultural Resources

The Tucson General Plan Cultural Heritage Element encourages the protection and enhancement of Tucson's cultural heritage and unique identity and the expansion of the scope of urban experiences for residents and visitors to enjoy. By combining like resources a more comprehensive approach will be taken to pursue and enhance elements such as historic preservation and the architectural character of local historic districts.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY*					
PERMANENT					
Administration	4.00	4.00	4.00	4.00	4.00
Planning Services	9.50	9.50	9.50	9.50	9.50
Strategic Priorities	13.00	13.00	13.00	12.00	12.00
Land Use Code	9.00	10.00	9.00	4.00	4.00
Zoning Administration and Compliance	10.00	10.00	10.00	-0-	-0-
Permanent Total	45.50	46.50	45.50	29.50	29.50
NON-PERMANENT					
Strategic Priorities	-0-	1.00	1.00	-0-	-0-
Non-Permanent Total	-0-	1.00	1.00	-0-	-0-
Total	45.50	47.50	46.50	29.50	29.50

*As part of the reorganization, Regional Planning and Research has become Planning Services, Community Planning and Preservation is Strategic Priorities, and Land Use Code and Rezoning is now Land Use Code. Zoning Administration and Compliance transferred to Development Services for Fiscal Year 2003 due to a realignment of functions.

COMPREHENSIVE PLANNING TASK FORCE

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY*					
Administration	\$ 306,949	\$ 579,790	\$ 579,790	\$ 971,310	\$ 879,350
Planning Services	610,992	641,970	641,970	701,750	718,200
Strategic Priorities	827,570	1,026,620	916,620	987,800	1,030,180
Land Use Code	513,553	686,590	614,590	332,320	342,950
Zoning Administration and Compliance	569,909	634,500	634,500	-0-	-0-
Total	\$ 2,828,973	\$ 3,569,470	\$ 3,387,470	\$ 2,993,180	\$ 2,970,680

CHARACTER OF EXPENDITURES

Personal Services	\$ 2,632,207	\$ 2,978,380	\$ 2,906,380	\$ 2,111,240	\$ 2,220,020
Services	107,523	488,380	378,380	774,180	667,180
Commodities	72,004	110,390	110,390	97,940	78,160
Equipment	17,239	26,320	26,320	9,820	5,320
Other	-0-	(34,000)	(34,000)	-0-	-0-
Total	\$ 2,828,973	\$ 3,569,470	\$ 3,387,470	\$ 2,993,180	\$ 2,970,680

SOURCE OF FUNDS

General Fund	\$ 2,828,973	\$ 3,459,470	\$ 3,387,470	\$ 2,913,180	\$ 2,890,680
Miscellaneous Federal Grants	-0-	110,000	-0-	80,000	80,000
Total	\$ 2,828,973	\$ 3,569,470	\$ 3,387,470	\$ 2,993,180	\$ 2,970,680

*As part of the reorganization, Regional Planning and Research has become Planning Services, Community Planning and Preservation is Strategic Priorities and Land Use Code and Rezoning is now Land Use Code. Zoning Administration and Compliance transferred to Development Services for Fiscal Year 2003 due to a realignment of functions.

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,993,180 reflects a decrease of \$576,290 from the Fiscal Year 2002 Adopted Budget. The significant changes are as follows:

- ◆ As part of the citywide reorganization 17 positions are transferring to Development Services and one project manager transferred to Neighborhood Resources.
- ◆ An increase of \$250,000 is included for consultant and other costs for the task force.
- ◆ Additional staff and funding will be allocated during Fiscal Year 2003 once the requirements for the Comprehensive Planning Task Force are completed.

Fiscal Year 2004

The projected operating budget for Fiscal Year 2004 of \$2,970,680 includes a decrease of \$22,500 from Fiscal Year 2003, primarily due to the completion of one-time professional service contracts.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction and support to the other three divisions, oversees Task Force objectives and community outreach, promotes sound land use administration, and provides professional planning advice to the Mayor and Council and City Manager.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide citizen participation in planning for the community through public meetings and hearings.					
• Number of meetings held	220	200	200	100	100
Provide additional training programs for staff in the areas of customer service and professional planning practices.					
• Number of training hours	N/A	368	1,700	1,700	1,700
Provide staff support for various boards, committees, and commissions related to planning issues.					
• Number of staff hours	11,300	10,970	10,970	8,900	8,900
Key Outcomes					
Enhance the quality of customer service provided to the development and neighborhood community.					
• Percent of supervisors rating improvement in the performance of employees after attending training programs	N/A	75%	75%	75%	75%

RESOURCE SUMMARY

Position Resources	4.00	4.00	4.00	4.00	4.00
Financial Resources					
General Fund	\$ 306,949	\$ 579,790	\$ 579,790	\$ 971,310	\$ 879,350

PLANNING SERVICES*

MISSION STATEMENT: The Planning Services Division develops and maintains a coordinated regional planning and research program through the preparation and update of the Comprehensive General Plan; the provision of demographic, economic, land use, and real estate information concerning urban growth and development of the Tucson region; and develops, expands, and maintains a geographic information center in support of department and citywide programs.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide demographic, economic, and land use data in response to information requests.					
• Number of requests	3,900	10,700	10,700	15,000	15,000
Prepare revisions to the “ <i>Tucson Update</i> ” publication and the city’s Web page.	29	28	28	24	24
Respond to specific urban research requests from the City Manager and Mayor and Council.					
• Number of requests	560	700	700	580	580
Complete maps, charts, and data listing requests for various public hearing notifications, publications, and area and neighborhood plan amendments.	2,320	2,620	2,620	2,540	2,540
Key Outcomes					
Provide informative department wide services that offer substantial opportunity for citizen involvement.					
• Number of contacts with Web page	5,520	29,800	29,800	36,000	36,000

RESOURCE SUMMARY

Position Resources	9.50	9.50	9.50	9.50	9.50
Financial Resources					
General Fund	\$ 610,992	\$ 641,970	\$ 641,970	\$ 701,750	\$ 718,200

*Planning Services was previously Regional Planning and Research.

STRATEGIC PRIORITIES*

MISSION STATEMENT: The Strategic Priorities Division develops and maintains a coordinated community planning program through the preparation and update of adopted city plans including sub-regional, area, neighborhood, specific, redevelopment, and functional plans; provides land use policy and planning information as it relates to urban growth and development of the Tucson region; and conducts design reviews within city historic zones.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Process Historic Preservation Zone cases.					
• Number of cases	80	60	60	70	70
Analyze planning and zoning compliance of real estate offers to sell city property for the Department of Transportation.					
• Number of offers	92	60	60	60	60
Review rezonings, special exceptions, time extensions, and change of concept plan/change of condition(s) to provide conformance to adopted plans, and review Rezoning Development Plan to ensure compliance.					
• Number of reviews	60	70	70	70	70
• Number of cases	N/A	N/A	240	240	240
Review Residential Cluster Projects to ensure conformance with the Mayor and Council adopted plans.					
• Number of reviews	68	40	40	50	50
Provide plan amendment determination requests.					
• Number of requests	150	200	200	200	200
Review rezoning case development plans to ensure compliance with the Mayor and Council rezoning conditions.					
• Number of reviews	95	110	110	80	80
Key Outcomes					
Promote neighborhood, area, and sub-regional land use plans.					
• Percent of city covered by adopted plans**	90%	94%	84%	94%	94%

*Strategic Priorities was previously Community Planning and Preservation.

**Percentage dropped in Fiscal Year 2002 due to annexations which will be covered by Fiscal Year 2003.

COMPREHENSIVE PLANNING TASK FORCE

Strategic Priorities (Continued)

RESOURCE SUMMARY					
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	13.00	14.00	14.00	12.00	12.00
Financial Resources					
General Fund	\$ 827,570	\$ 916,620	\$ 916,620	\$ 907,800	\$ 950,180
Miscellaneous Federal Grants	-0-	110,000	-0-	80,000	80,000
Financial Resources Total	\$ 827,570	\$ 1,026,620	\$ 916,620	\$ 987,800	\$ 1,030,180

LAND USE CODE*

MISSION STATEMENT: The Land Use Code Division maintains land use regulations and development standards and oversees compliance by researching, drafting, evaluating, and processing any amendments to the Tucson Land Use Code and the Development Standards.

KEY MEASURES OF PERFORMANCE

Key Outputs

Complete amendments to the Land Use Code regulations and the Development Standards.

• Number of amendments	10	4	8	10	10
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Ensure that proposed projects comply with adopted Mayor and Council Comprehensive Plan, neighborhood plan, and area plan policies.

• Number of rezoning or special exception cases	145	200	200	200	200
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RESOURCE SUMMARY

Position Resources	9.00	10.00	9.00	4.00	4.00
Financial Resources					
General Fund	\$ 513,553	\$ 686,590	\$ 614,590	\$ 332,320	\$ 342,950

*Land Use Code was previously Land Use Code and Rezoning Review.

ZONING ADMINISTRATION AND COMPLIANCE*

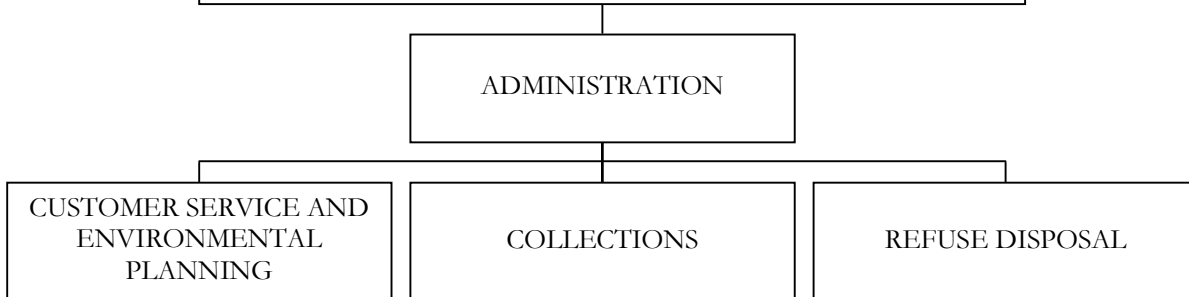
RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	10.00	10.00	10.00	-0-	-0-
Financial Resources					
General Fund	\$ 569,909	\$ 634,500	\$ 634,500	\$-0-	\$-0-

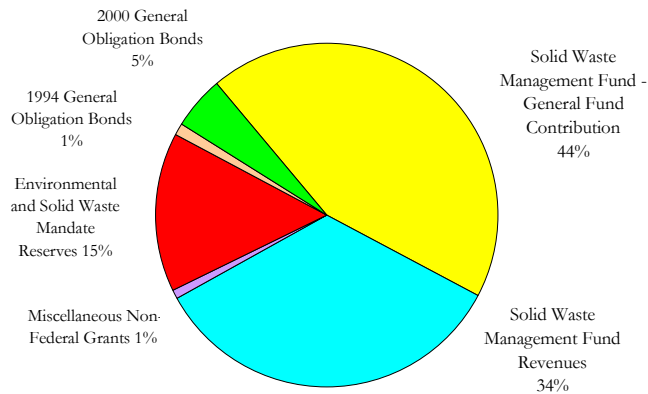
*The Zoning Administration and Compliance Division was transferred to Development Services.

SOLID WASTE MANAGEMENT

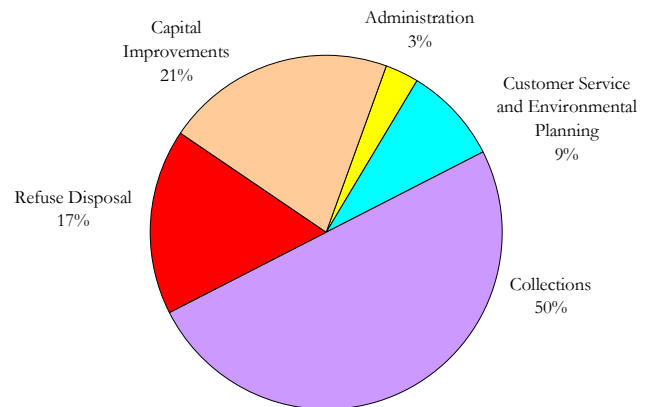
OPERATING: \$ 25,884,920
 CAPITAL: 6,701,100
 TOTAL: \$ 32,586,020
 POSITION TOTAL: 236.00



FINANCING PLAN

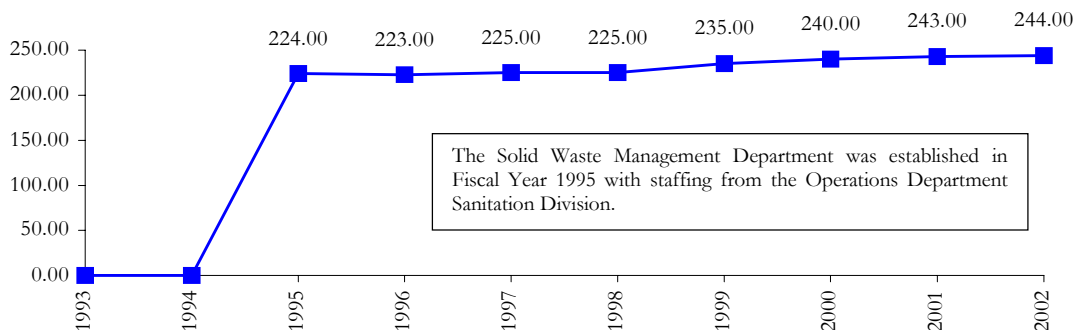


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



SOLID WASTE MANAGEMENT

MISSION STATEMENT: To provide a comprehensive and cost-effective solid waste management program to ensure customer satisfaction and community health safeguards by providing solid waste collection, disposal, and recycling services.

OVERVIEW

The Solid Waste Management Department (SWMD) provides code enforcement, alternating-week curbside recycling, twice-per-week residential refuse collection, commercial refuse collection, seven-day-per-week landfill operations, and twice-a-year brush and bulky collections. The department provides personnel, equipment, supplies, and contracted services to deliver an overall package of high quality and cost-effective waste handling services to the community. Providing community education is a vital component in carrying out these programs.

The four divisions of the Solid Waste Management Department are Administration, Customer Service and Environmental Planning, Collections, and Refuse Disposal. With 236 staff members, the department serves approximately 133,500 residential and 3,361 commercial customers.

DEPARTMENT HIGHLIGHTS

The implementation of the Tucson Recycles program will begin July of 2002 with the delivery of recycling containers and education materials being delivered to residents in phases. The usage of the blue barrels will significantly increase recycling capacity because all accepted materials can be commingled together in a single blue barrel.

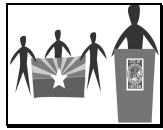
Through a grant from the Environmental Protection Agency (EPA), the SWMD is offering on-site recycling service to 300 small businesses. The *Small Business Recycling Project* is testing the feasibility of offering this new service on a citywide basis to Tucson's small businesses. This pilot project promotes collection of 21 types of recyclable material in a single, 90-gallon blue barrel. This convenient and easy-to-use program increases commercial waste diversion and could ultimately reduce refuse costs for small businesses.

SWMD is developing an elementary education program with the support of a Waste Reduction Initiative Through Education (WRITE) grant from the Arizona Department of Environmental Quality. The grant was awarded in July 2001 and is funding the creation of classroom presentations, materials, and teacher-based activities about recycling. The department also received a grant from the National Association of Polyethylene Terephthalate (PET) Container Resources (NAPCOR) for collection of vehicle signs and other materials to promote the recycling of PET (#1) bottles.

The Collections Division continues to address the rapid growth of households and population within the city through the use of more efficient routes and scheduling. The department's commercial services have continued to hold steady over the past year.

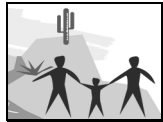
At the Los Reales Landfill, the first lined cell went into use in July 2000. This disposal area uses an advanced synthetic liner designed to increase protection of the environment. Construction of a second cell began in January 2002. Projects are planned to ensure the Los Reales Landfill will last 20 to 50 years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Through a pilot program, the Solid Waste Management Department provides once-per-week refuse and recycling services to selected neighborhoods in Tucson. Community wide surveys are planned for the upcoming year to help determine participants' satisfaction with the recycling and collection services.



Goal: Abundant Urban Green Space and Recreation Areas

The department has several projects, either planned or underway, to revegetate closed landfills or to prepare them for recreational uses. Final planning is for a multipurpose park incorporated into the mandated closure construction at the Irvington Landfill. The feasibility of similar recreational areas is being examined at several other old landfill sites.

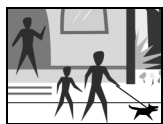
The department works cooperatively with other city departments and government agencies to protect the environment and help keep our community clean. The department's environmental inspectors ensure that reported code violations, such as junk storage, weedy lots, illegal refuse, and hazardous waste disposal are quickly addressed, thereby promoting a cleaner community.



Goal: Clean Air and Quality Water

The department meets federal, state, and local environmental regulations in the development and operation of city landfills. All current and future disposal areas at the Los Reales Landfill will use underground synthetic liners to protect groundwater for future generations. Additionally, proper management of landfill gas ensures protection of the earth's ozone layer.

Implementation of a new computer routing system will enable more efficient routing of garbage trucks, resulting in fewer miles driven and reduced vehicle emissions. The department acquired its first alternative fuel garbage truck and will be assessing its viability in the upcoming year.



Goal: People-Oriented Neighborhoods

The department provides support to an increasing number of neighborhood improvement projects and special events, including neighborhood cleanups that are coordinated and sponsored by Citizen and Neighborhood Services. The department incorporates and coordinates neighborhood cleanup projects with existing residential neighborhood brush and bulky cleanups (already provided twice a year to all neighborhoods within the city) into the Department of Neighborhood Resources.



Goal: Strong Local Businesses

The department continues to assist both small and large local businesses by providing integrated and comprehensive solid waste and recycling services. These activities assist businesses to operate in a profitable manner. The department maintains a competitive rate structure for commercial solid waste collection within the city to allow for fair and reasonable prices for the services provided.

Support for Livable Tucson Goals (Continued)

**Goal: Efficient Use of Natural Resources**

In partnership with local business and utility companies, the Solid Waste Management Department has developed a project to convert methane, a naturally produced landfill gas, into electricity. This project reduces the level of methane gas at the Los Reales Landfill and provides an economical energy source for the community. This system became operational in March 1999 and its contribution to the environment continues today. Similar projects are being explored at two closed landfills.

The department's waste reduction and recycling programs diverted 19,728 tons of waste from the city's landfill during Fiscal Year 2000. Over 67% of all eligible households participate in the city's curbside recycling program. These efforts not only extend the life of the Los Reales Landfill, but also conserve natural resources, reduce greenhouse gases, and help protect groundwater for future generations.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	8.00	11.00	11.00	11.00	11.00
Customer Service and Environmental Planning	26.00	25.00	26.00	26.00	26.00
Collections	164.00	163.00	163.00	156.00	156.00
Refuse Disposal	45.00	45.00	45.00	43.00	43.00
Permanent Total	243.00	244.00	245.00	236.00	236.00
NON-PERMANENT					
Customer Service and Environmental Planning	0.33	-0-	-0-	-0-	-0-
Non-Permanent Total	0.33	-0-	-0-	-0-	-0-
Department Total	243.33	244.00	245.00	236.00	236.00

FINANCIAL SUMMARY

Administration	\$ 908,295	\$ 834,780	\$ 862,680	\$ 969,470	\$ 1,010,360
Customer Service and Environmental Planning	3,285,502	4,085,100	3,983,910	3,034,020	2,919,630
Collections	16,202,166	18,019,520	16,522,110	16,170,580	15,523,200
Refuse Disposal	6,351,222	6,216,040	5,718,890	5,710,850	5,812,440
Operating Total	26,747,185	29,155,440	27,087,590	25,884,920	25,265,630
Capital Improvements	784,577	7,690,000	7,690,000	6,701,100	4,941,000
Department Total	\$ 27,531,762	\$ 36,845,440	\$ 34,777,590	\$ 32,586,020	\$ 30,206,630

SOLID WASTE MANAGEMENT**Department Resources (Continued)**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 11,168,629	\$ 11,865,450	\$ 11,475,450	\$ 12,422,220	\$ 12,960,460
Services	12,777,956	14,139,950	12,245,360	11,454,230	10,576,440
Commodities	1,400,630	1,695,480	1,695,480	2,186,470	1,907,730
Equipment	1,770,984	1,989,560	1,927,300	-0-	-0-
Other	-0-	(279,000)	-0-	-0-	-0-
Inter-Activity Transfers	(371,014)	(256,000)	(256,000)	(178,000)	(179,000)
Operating Total	26,747,185	29,155,440	27,087,590	25,884,920	25,265,630
Capital Improvements	784,577	7,690,000	7,690,000	6,701,100	4,941,000
Department Total	\$ 27,531,762	\$ 36,845,440	\$ 34,777,590	\$ 32,586,020	\$ 30,206,630

SOURCE OF FUNDS**OPERATING FUNDS**

Solid Waste Management Fund - General Fund Contribution	\$ 16,902,215	\$ 18,554,340	\$ 16,962,590	\$ 14,333,560	\$ 13,040,610
Solid Waste Management Fund Revenues	9,835,170	10,184,000	9,715,000	11,141,360	11,815,020
Miscellaneous Non-Federal Grants	-0-	410,000	390,380	410,000	410,000
Miscellaneous Federal Grants	9,800	7,100	19,620	-0-	-0-
Operating Funds Total	\$ 26,747,185	\$ 29,155,440	\$ 27,087,590	\$ 25,884,920	\$ 25,265,630

CAPITAL FUNDS

Solid Waste Management Fund - General Fund Contribution	\$ 18,643	\$ -0-	\$ -0-	\$ -0-	\$ -0-
Environmental and Solid Waste Mandate Reserves	-0-	654,800	654,800	4,748,700	3,231,000
1994 General Obligation Bonds	563,867	925,200	925,200	435,400	1,710,000
2000 General Obligation Bonds	202,067	6,110,000	6,110,000	1,517,000	-0-
Capital Funds Total	\$ 784,577	\$ 7,690,000	\$ 7,690,000	\$ 6,701,100	\$ 4,941,000
Department Total	\$ 27,531,762	\$ 36,845,440	\$ 34,777,590	\$ 32,586,020	\$ 30,206,630

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$25,884,920 reflects a decrease of \$3,270,520 from the Fiscal Year 2002 Adopted Budget. This includes a net reduction of nine full-time positions, with one position added during Fiscal Year 2002 for the Slum Abatement and Blight Enforcement Response (SABER) program. Although no new fees are proposed at this time, revenues are expected to grow 5%, which includes a projected increase in revenues from the implementation of the Tucson Recycles program. The significant changes to expenditures are as follows:

- ◆ Improvements in operational efficiency at the landfill and in container maintenance will reduce costs and eliminate five positions.
- ◆ With the implementation of the Tucson Recycles program and related operational improvements in the area of residential collections, a savings of approximately \$2,000,000 has been projected for Fiscal Year 2003.
- ◆ The 10th Avenue transfer station will be temporarily closed with a reduction of seven positions.
- ◆ Residential collections currently performed by private contractor will be collected by city workers at a lower cost.

Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes a decrease of \$988,900 for a Fiscal Year 2003 budget of \$6,701,100. This budget includes the use of \$4,748,700 from Environmental and Solid Waste Mandate Reserves. Completion of bond funded projects resulted in the net decrease from Fiscal Year 2002.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$25,265,630 includes a decrease of \$621,290 from Fiscal Year 2003. Full year operations of the Tucson Recycles program will continue to generate savings of close to \$1,000,000. Pay adjustments and rate increases in personnel costs are also included. Revenues are projected to increase 5% as in Fiscal Year 2003.

The capital budget is decreased \$1,760,100 for a Fiscal Year 2004 budget of \$4,941,000 based on the completion of projects funded through the use of Environmental and Solid Waste Mandate Reserves and city bond funds.

SOLID WASTE MANAGEMENT

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides management direction for the delivery of solid waste services with emphasis on the operation of a commercial refuse billing system, control and monitoring of capital improvement projects, budget and fiscal management, public education, and employee training and safety.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Maintain department personnel over-time at no more than 5% of salaries.	5.6%	5.0%	5.0%	5.0%	5.0%
Provide facilities for citizens to drop-off hazardous waste products that will protect the environment.					
• Number of citizens using drop-off facilities	26,753	26,000	26,000	29,000	30,500
Key Outcomes					
Promote a safe and clean environment by resolving all reported code violations.					
• Percent resolved within sixty days	89%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	8.00	11.00	11.00	11.00	11.00
Financial Resources					
General Fund Contribution	\$ 908,295	\$ 834,780	\$ 862,680	\$ 969,470	\$ 1,010,360

CUSTOMER SERVICE AND ENVIRONMENTAL PLANNING

MISSION STATEMENT: The Customer Service and Environmental Planning Division promotes waste reduction programs, ensures a safe environment, enhances neighborhoods, provides excellent customer service, develops efficient routing for collection service, and educates the community about solid waste management programs.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide recycling and waste reduction education and outreach information to citizens.					
• Information brochures distributed*	370,000	160,000	250,000	300,000	400,000
• K through 12 student participants	5,800	8,900	7,500	8,000	8,000
• Event and program contacts (including TreeCycle, and Beat the Heap)	46,400	10,500	50,000	55,000	60,000
• Media outreach (i.e., news releases, interviews)	70	N/A	70	70	70
Respond to customer telephone calls.					
• Number of calls received	118,000	118,000	119,000	120,000	120,000
Conduct property inspections of code violations (weedy lots, illegal storage, abandoned vehicles, illegal refuse, and hazardous waste disposal).					
• Number of code violation inspections	30,500	34,000	34,000	36,500	38,000
Key Outcomes					
Enhance accessibility to the department by monitoring the hang-up rate and adjusting the phone system to ensure quality customer service.					
• Percent of customers hanging up	5%	5%	5%	5%	5%
Conserve natural resources and protect the environment by diverting waste from Los Reales Landfill.					
• Tons recycled**	18,500	18,500	18,500	25,000	35,000

*The adopted 2002 amount is lower than the estimated Fiscal Year 2002, because the Diversion newsletter is distributed to 131,000 curbside recycling residents only every two years, which results in a change in totals between fiscal years.

**Increase is due to Tucson Recycles program.

SOLID WASTE MANAGEMENT

Customer Service and Environmental Planning (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Promote a safe and clean environment by resolving all reported code violations.					
• Percent resolved within 60 days	89%	90%	90%	90%	90%
• Number of Notices of Violation issued	4,642	N/A	6,014	6,500	7,000
• Number of citations issued	389	N/A	350	450	450

RESOURCE SUMMARY

Position Resources	26.33	25.00	26.00	26.00	26.00
Financial Resources					
General Fund Contribution	\$ 3,275,702	\$ 3,668,000	\$ 3,573,910	\$ 2,624,020	\$ 2,509,630
Miscellaneous Non-Federal Grants	-0-	410,000	390,380	410,000	410,000
Miscellaneous Federal Grants	9,800	7,100	19,620	-0-	-0-
Financial Resources Total	\$ 3,285,502	\$ 4,085,100	\$ 3,983,910	\$ 3,034,020	\$ 2,919,630

COLLECTIONS

MISSION STATEMENT: The Collections Division provides effective residential and commercial collection of solid waste and recyclables at a minimum per-unit cost while preserving community health and welfare.

KEY MEASURES OF PERFORMANCE

Key Outputs

Maintain commercial customer accounts.

• Number of active accounts	4,500	3,350	3,361	3,400	3,450
• Amount of revenue collected (\$000s)	\$ 5,300	\$ 5,200	\$ 5,200	\$ 5,300	\$ 5,330

Collect solid waste material and recyclables.

• Number of commercial tons collected	115,469	115,000	115,000	116,000	118,000
• Number of residential tons collected	187,361	189,000	189,000	190,000	200,000

Collect heavy brush and bulky items through the Brush and Bulky Program.

• Number of stops per week	2,000	1,891	1,891	2,000	2,400
• Total tons collected	9,200	11,000	11,000	12,000	12,500

Hold occurrence of missed stops to less than 50 of the 65,000 residential stops completed each day.

• Total number of missed stops per day	30	25	25	20	20
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Collections (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Ensure that cost-efficient commercial and residential solid waste service is available to the community.					
• Residential collection cost per ton	\$ 54.53	\$ 56.50	\$ 56.50	\$ 53.88	\$ 54.00
• Collection cost per household (per month)	\$ 6.59	\$ 6.59	\$ 6.59	\$ 6.39	\$ 6.45
• Brush and bulky cost per ton	\$ 153.89	\$ 137.07	\$ 137.07	\$ 136.41	\$ 137.00
• Commercial cost per ton	\$ 32.88	\$ 38.31	\$ 38.31	\$ 38.37	\$ 38.80

RESOURCE SUMMARY

Position Resources	164.00	163.00	163.00	156.00	156.00
Financial Resources					
General Fund Contribution	\$ 10,848,095	\$ 12,571,520	\$ 11,182,110	\$ 9,954,660	\$ 8,830,640
Solid Waste Management Fund Revenues	5,354,071	5,448,000	5,340,000	6,215,920	6,692,560
Financial Resources Total	\$ 16,202,166	\$ 18,019,520	\$ 16,522,110	\$ 16,170,580	\$ 15,523,200

REFUSE DISPOSAL

MISSION STATEMENT: The Refuse Disposal Division plans, constructs, and operates city landfills, and conducts environmental monitoring, for the protection of health and the environment, in compliance with regulatory requirements.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Inspect incoming refuse loads for hazardous wastes (U.S. Environmental Protection Agency's guideline is to inspect 1% of total loads).					
• Number of inspections	5,820	6,600	6,000	6,000	6,000
• Percent of total loads inspected	6.0%	2.2%	5.5%	5.5%	5.5%

SOLID WASTE MANAGEMENT

Refuse Disposal (Continued)

KEY MEASURES OF PERFORMANCE

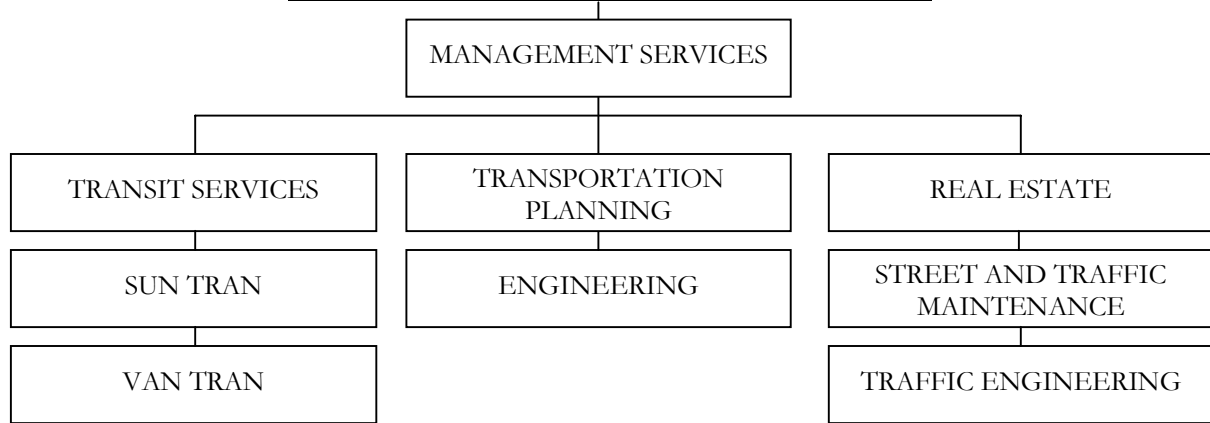
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Conduct methane gas measurements at various active and closed landfills to meet health and safety and state regulatory standards.					
• Number of measurements	14,481	15,000	15,000	15,000	15,000
• Percent meeting standards	99%	100%	99%	100%	100%
Provide safe and environmentally secure disposal of refuse.					
• Tons of refuse collected by department	352,248	352,280	352,280	360,000	366,000
• Tons of refuse collected by private commercial haulers	224,000	177,000	177,000	174,000	174,000
• Number of self-hauled loads	130,250	142,000	142,000	142,000	142,000
Key Outcomes					
Promote a cleaner environment by ensuring compliance with all regulatory guidelines that affect city solid waste facilities.					
• Number of regulatory inspections by state agencies	6	4	4	4	4
• Percent of inspections passed with no violations	100%	100%	100%	100%	100%

RESOURCE SUMMARY

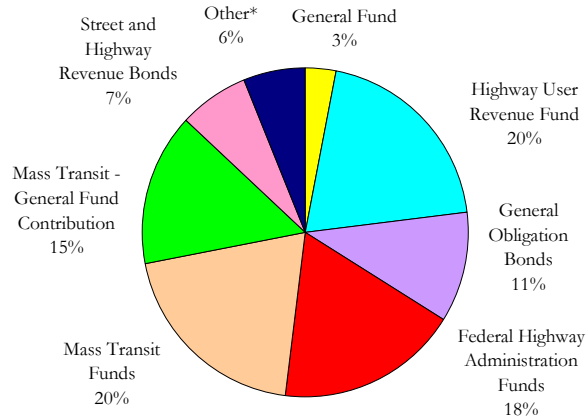
Position Resources	45.00	45.00	45.00	43.00	43.00
Financial Resources					
General Fund Contribution	\$ 1,870,123	\$ 1,480,040	\$ 1,343,890	\$ 785,410	\$ 689,980
Solid Waste Management Fund Revenues	4,481,099	4,736,000	4,375,000	4,925,440	5,122,460
Financial Resources Total	<u>\$ 6,351,222</u>	<u>\$ 6,216,040</u>	<u>\$ 5,718,890</u>	<u>\$ 5,710,850</u>	<u>\$ 5,812,440</u>

TRANSPORTATION

OPERATING: \$ 75,509,390
 CAPITAL: 115,821,800
 TOTAL: \$ 191,331,190
 POSITION TOTAL: 399.50

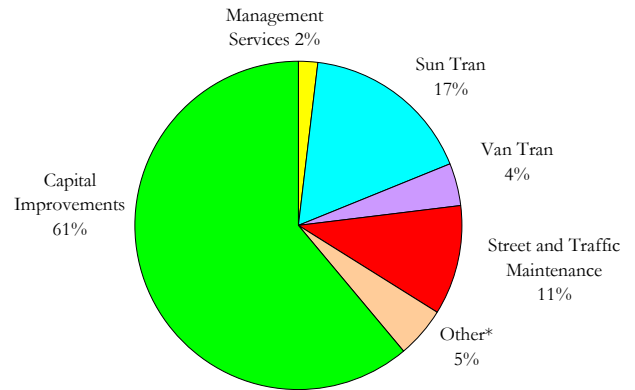


FINANCING PLAN



*Includes Miscellaneous Non-Federal Grants (<1%) and Capital Agreements Fund (5%).

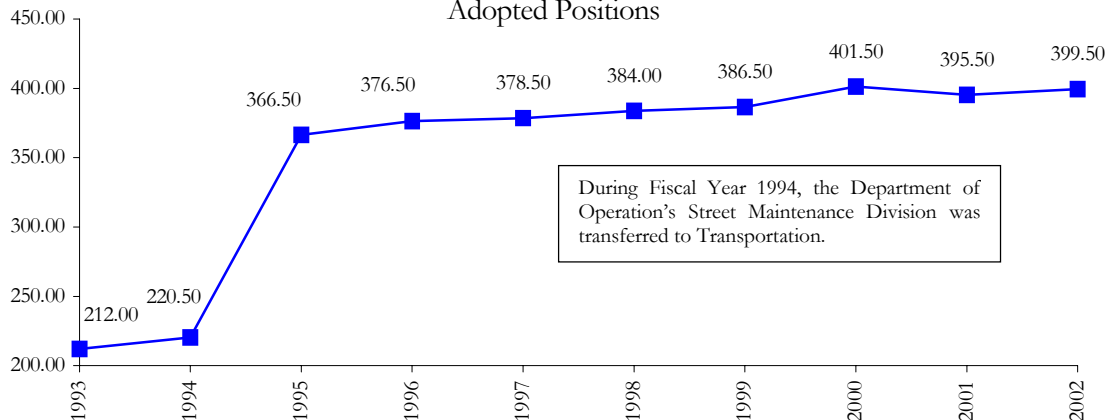
PROGRAM ALLOCATION



*Includes Traffic Engineering (2%), Transportation Planning (1%), Engineering (1%), Transit Services (<1%), and Real Estate (<1%).

TEN YEAR STAFFING TRENDS

Adopted Positions



TRANSPORTATION

MISSION STATEMENT: The Department of Transportation (DOT) provides and manages safe, efficient, and effective traditional and alternate modes of transportation and public transit service for the Tucson metropolitan community. DOT supports safe neighborhoods through effective streets, lighting, and traffic maintenance programs and maintains the highest environmental standards for the city's stormwater drainage systems and air quality that serve the health, safety, and welfare of the community.

OVERVIEW

The Department of Transportation is responsible for a transportation system covering approximately 226 square miles, including over 2,000 miles of streets, bikepaths, sidewalks, and alleyways. DOT is committed to providing accessible public transit via Sun Tran and Van Tran, which offer the community quality transportation alternatives. DOT maintains a street, alley, and drainageway program for a clean, safe, and healthful environment; designs and constructs major system improvements; and manages the acquisition and sale of properties for capital improvement projects and the improved quality of life within the community.

DOT is committed to improving traffic safety; maintaining high standards of reliability in existing transportation systems; and working with neighborhoods to upgrade streets, sidewalks, medians, and parks to promote safety, improve quality of life, and preserve the unique character of Tucson.

The nine divisions of the Department of Transportation are Management Services, Transit Services, Sun Tran, Van Tran, Transportation Planning, Engineering, Real Estate, Street and Traffic Maintenance, and Traffic Engineering.

DEPARTMENT HIGHLIGHTS

DOT continues to work cooperatively with other city departments and local business to foster the revitalization of the downtown business district. The implementation of the downtown circulator shuttle, Tucson Inner City Express Transit (TICET), is a positive step in the ongoing process.

Transit funding obtained from the State of Arizona will enable the department to further upgrade the fleets of Sun Tran and Van Tran, which provide fixed-route and paratransit service within the community, in an effort to reduce congestion and promote the use of alternate modes of transportation.

The transition of the Sun Tran bus fleet to environmentally-efficient vehicles remains a priority as diesel-fueled buses are replaced with those that use compressed natural gas (CNG). The new buses are equipped with wheelchair lifts, improving access to the transit system for people with disabilities, and with bicycle racks to promote multi-modal transportation.

DOT continues to invest significantly in street overlay and seal coating to provide smoother roads for safe travel and to extend the life of heavily traveled pavement. These reconstruction projects will improve safety, reduce congestion, and improve air quality.

SUPPORT FOR LIVABLE TUCSON GOALS



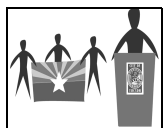
Goal: Better Alternatives to Automobile Transportation

DOT designs, builds, and administers programs that promote the use of mass transit, bicycles, and walking as alternative modes of transportation for commuting, recreational, and leisure activities. A paratransit service is offered providing much needed mobility and reducing the need for private transportation for those citizens eligible under the Americans with Disabilities Act. Fixed-route service, which transported about 14.5 million riders in the last fiscal year, is also provided to the community by Sun Tran, transporting riders to employment sites, shopping centers, medical complexes, social services, and recreational areas.

Sun Tran develops strategic partnerships that encourage use of alternative transportation. The *U-Pass* program was designed to encourage university students to use Sun Tran. The University of Arizona subsidizes passes for approximately 3,000 students and faculty each year. Sun Tran's *Get On Board* program partners with nearly 70 area businesses to provide alternative transportation through employer subsidies.

DOT constructs sidewalks and pedestrian-crossing devices, sidewalk landscaping, bicycle paths, and bus shelters. Several special signals designed to facilitate roadway crossings for pedestrians and bicyclists have been installed and more are planned in the future.

In cooperation with Pima Association of Governments, Pima County, and the Arizona Department of Transportation, DOT has developed and implemented a regional *Intelligent Transportation System* to manage and maximize existing transportation resources, pedestrian and bicycle programs, and transit operations. The ParkWise Program has implemented a downtown circulator shuttle, TICET, and provides City of Tucson employees with bike lockers and encourages mass transit and pedestrian travel. University Area Travel Reduction Programs have been implemented to reduce vehicular traffic around the University of Arizona. The Neighborhood Traffic Management Program works with neighborhoods to resolve traffic problems and promote alternate modes of transportation within neighborhoods.



Goal: Engaged Community and Responsive Government

DOT is actively involved in community outreach, initiating public meetings concerning transportation issues and participating in joint public meetings and open houses with other agencies. DOT participates regularly in citizen advisory meetings, such as the Citizens Transportation Advisory Committee, the Commission on Disability Issues, and the Transportation Enterprise Area Management Commission. DOT supports the University of Arizona Career Night, Job Fairs, public outreach programs, and neighborhood meetings through the newly created Speakers Bureau.



Goal: Safe Neighborhoods

DOT solicits comments from the public on all capital projects to ensure that “safe by design” concepts are integrated into design and construction. Lighting projects, sidewalks, intersection improvements, and dual turn lanes promote safety for neighborhoods. The maintenance of pedestrian crosswalk striping and safety signals provides safe travel for school children and residents. A cleaner and safer environment is promoted through stormwater quality and water harvesting, and the maintenance of debris-free city-owned lots throughout the community.

Support for Livable Tucson Goals (Continued)

Goal: Safe Neighborhoods (Continued)

The residential street lighting program brings neighbors together to map out plans that manage neighborhood traffic and promote safety for pedestrians, cyclists, and drivers. DOT is responsible for the relamping of approximately 14,340 residential street lights to ensure the lights are functioning properly. Graffiti abatement, neighborhood traffic calming, parking plans, and floodplain education programs all work to ensure that the integrity of neighborhoods is preserved.

The Neighborhood Traffic Management Program is designed to protect the quality of life in Tucson neighborhoods through the management and control of traffic in neighborhoods. Techniques such as speed humps, traffic circles, and traffic diverters are used to minimize unwanted traffic and discourage excessive speeds on neighborhood streets, making them safer. The ParkWise Program has residential parking programs in over 20 different neighborhoods, with approximately 5,500 permit holders. These programs significantly reduce the amount of non-resident traffic, which helps to promote neighborhood safety. In addition, traffic enforcement agents routinely patrol these neighborhoods for safety violations and issue citations for non-compliance.



Goal: Infill and Reinvestment, Not Urban Sprawl

Through an efficient traffic circulation system, DOT provides better access to urban centers, promoting livable neighborhoods and successful businesses. The Neighborhood Traffic Management Program helps the City of Tucson improve and stabilize the quality of life in the residential areas impacted by traffic congestion.

DOT proactively pursues the sale of surplus city lots, creating development opportunities, an increased tax base, and an increase of revenue to the City of Tucson. Many of our capital and operating projects are overlays, Back to Basics programs, on-call sidewalk projects, and residential street lighting.

The Stormwater Section is working in coordination with various committees, city departments, and participating city neighborhoods on the preservation of various naturally vegetated watercourses, and revegetation of those areas that have been disturbed or altered by construction, flooding, or other causes.

The many ParkWise programs are especially designed to support City Center business needs while also protecting/enhancing the quality of life in neighborhoods thereby encouraging City Center living.



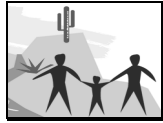
Goal: Abundant Urban Green Space and Recreation Areas

DOT is working to increase recreation areas and beautify the community. The number of bicycle and pedestrian pathways is increasing. DOT is working with the Parks and Recreation Department and neighborhoods to incorporate recreational uses into flood control basin development and beautify median islands, traffic circles, and pullouts in neighborhoods.

The Tucson Stormwater Management Study, the Watercourse Amenities Safety and Habitat (WASH) Ordinance, Interim Watercourse Improvement Policy, and floodplain ordinances recommend preserving naturally-vegetated watercourses based on the value of riparian habitat, thereby providing wash open space and green belts throughout the city.

The Neighborhood Traffic Management Program promotes the establishment of additional green space in neighborhoods through landscaped traffic circles, medians, and pullouts.

Support for Livable Tucson Goals (Continued)



Goal: Protected Natural Desert Environment

Watercourse preservation, including protection of naturally occurring vegetation and wildlife habitat, and revegetation of disturbed watercourses are primary goals of the Tucson Stormwater Management Study (TSMS) Master Plan adopted by Mayor and Council in February 1996. Rainwater harvesting to reduce the discharge of stormwater and potential pollutants to the desert environment is also promoted through the TSMS process.

DOT provides aerial photos to promote the enforcement of the Native Plant Preservation Ordinance. Protection of the environment is always a consideration in the procurement of properties.



Goal: Clean Air and Quality Water

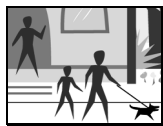
DOT contributes to cleaner air by providing mass transit services, constructing bus shelters to encourage ridership, operating its buses with compressed natural gas, and increasing the number of bicycle and pedestrian pathways. The construction of roadway and intersection improvements such as dust control paving, intersection widening, and pavement reconstruction helps to alleviate traffic congestion. Land rights are secured that allow for the development and improvement of roadways that more efficiently moves traffic. Landscaping is required on all new projects. Also, reduction of the heat island is achieved through the open space provision. Water harvesting is encouraged on all new projects.

By working with the community and local governmental agencies, the Stormwater Quality program's public education and regulation enforcement help to monitor and maintain the quality of the stormwater runoff. The Stormwater Quality section works to eliminate non-stormwater discharges that are potential sources of pollution to the city's storm drain system and washes and inspects industrial facilities and construction sites to ensure that they are complying with federal regulations to eliminate pollutants in their stormwater runoff.

Regional traffic signal synchronization, as part of the Intelligent Transportation System, is a key element in reducing traffic stops and delay. The improved traffic flow creates an operational improvement of air quality in the Tucson area. The TICET shuttle provides an alternative to automobile travel in the downtown that helps to reduce the overall congestion and improves air quality.

The transition of the Sun Tran fleet to environmentally-efficient vehicles continues. Sun Tran has added 45 new compressed natural gas (CNG) buses to its fleet that offer the newest technology in the industry. Approximately 68% of the fleet now operates on alternate fuels such as CNG and dual fuel technology. Sun Tran further promotes environmentally-friendly transit as bike racks have been installed on all of its fleet.

Support for Livable Tucson Goals (Continued)



Goal: People Oriented Neighborhoods

A primary goal of DOT is to reduce the number of single occupant automobile trips, thereby reducing traffic congestion and improving air quality. Traffic flow in neighborhoods is reduced by mass transit. The paratransit service provides “grocery sweeps” in which we transport people to grocery stores who would otherwise either be unable to go to the market, or who would use a single-family vehicle. This results in improved quality of life for Tucson citizens. DOT also designs and builds neighborhood projects that promote walking, recreational, and leisure activities. Back to Basics projects include the construction of sidewalks, street lighting, pedestrian-crossing devices, public art, linear parks, and the enhancement of sidewalk landscaping.

The Neighborhood Traffic Management Program (NTMP) protects the environment and quality of life in Tucson neighborhoods through the management and control of traffic on neighborhood streets. The ParkWise program works closely with neighborhood groups to help minimize parking and traffic disturbances in neighborhoods.

Neighborhood meetings with the Transportation Enterprise Area Management (TEAM) Commission have helped to implement parking solutions in the development phase of projects such as the Santa Rosa Neighborhood revitalization and the Stone/Sixth Avenue Two-Way Traffic conversion, which assist the business sector while minimizing the traffic impact on the neighborhood.



Goal: Respected Historic and Cultural Resources

Through the Tucson Intermodal Center Master Plan, DOT continues its involvement with the preservation of a key feature of Tucson’s past. The renovation of the Union Pacific Depot, together with the relocation of historic locomotive #1673 and the restoration of the Fourth Avenue underpass, will serve to anchor the east end of the downtown area in this revitalization effort. The extension of the Old Pueblo Trolley into the downtown area as an element of the Barraza-Aviation Parkway marks the beginning of the re-creation of historic electric trolley service that was terminated nearly 50 years ago.

DOT works with local arts agencies to include public art in roadway project design. DOT is also participating with the Comprehensive Planning Task Force to identify land that could be designated as open space.



Goal: Reduced Poverty and Greater Equality of Opportunity

DOT collaborates with the Beacon Foundation to employ mentally-challenged individuals in maintenance positions. This includes weed control and litter removal in right of ways.

Many Sun Tran and Van Tran passengers are low income citizens who have no other transportation alternatives, and the trips provided give these citizens greater mobility and equality of opportunity for their transportation needs. In the past year, Sun Tran sold approximately 92,000 economy passes to low-income individuals. Another 137,000 reduced-fare passes were sold to non-profit organizations, enabling the community’s social service agencies to better provide service to Tucsonans in need.

Sun Tran works to ensure that individuals with disabilities are provided with transportation alternatives. This year, Sun Tran’s fleet improved to provide 100% wheelchair accessibility. Through the *Transit Solutions* program, Sun Tran works with seniors and persons with disabilities to help these riders feel comfortable about using public transit. The program also teaches sensitivity training to Sun Tran employees who will be serving this segment of the population.

Support for Livable Tucson Goals (Continued)



Goal: Efficient Use of Natural Resources

DOT is committed to the preservation of precious non-renewable resources. Sun Tran estimates that 26,000 people ride the bus every weekday. The most recent Market Research Study indicated that of the current Sun Tran riders, 42% or nearly 11,000 people, have access to more than one vehicle and are considered "riders by choice." The Environmental Protection Agency reports that the average light vehicle sold in the year 2000 averages 24 miles per gallon of gas. Pima Association of Governments estimates the average Tucsonan commutes at least 16 miles round trip per day. Based on those 11,000 people who choose to ride the bus, we estimate a 7,333 gallon reduction in gasoline consumption per weekday; 1,870,000 gallons of gasoline per year (based on a five day workweek.)

Recycled roadway construction material is used for base material on new roads. Old tires are recycled to make pavement material. Water harvesting is encouraged on all new projects.



Goal: Successful Downtown

DOT supports the success of the downtown area through the implementation of plans for improved traffic and pedestrian circulation. Many bus lines routed through the downtown Ronstadt Center provide access to downtown employment, shopping, and public events. Unique signage will be constructed to facilitate traffic circulation. Maintenance of the roadways and sidewalks are basic services vital to private and governmental business activity downtown. The ParkWise Program is a major force in the downtown revitalization efforts, partnering with supporting organizations like the Tucson Downtown Alliance, the Tucson Arts District Partnership, and various other private associations. ParkWise manages the free TICET shuttle system that helps visitors and employees maneuver through downtown. ParkWise will also play an important role in the parking and circulation planning and implementation for the Rio Nuevo development.

The department's collaborative efforts with Tucson Electric Power Company, Citizen Downtown Oversight Committee, Graffiti Abatement Program, Intermodal Depot Committee, and area businesses support the downtown area's growth, expansion, and economic success. Public art projects, special events, and various other joint activities promoting downtown are ongoing.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Management Services	18.50	19.50	21.50	22.50	22.50
Transit Services	11.00	11.00	11.00	11.00	11.00
Transportation Planning*	21.00	21.00	22.00	10.00	10.00
Engineering*	96.00	96.00	94.00	106.00	106.00
Real Estate	15.50	15.50	15.50	15.50	15.50
Street and Traffic Maintenance	191.00	197.00	197.00	196.00	196.00
Traffic Engineering	38.00	38.00	37.00	37.00	37.00
Permanent Total	391.00	398.00	398.00	398.00	398.00
NON-PERMANENT					
Engineering	0.50	0.50	0.50	0.50	0.50
Traffic Engineering	1.00	1.00	1.00	1.00	1.00
Non-Permanent Total	1.50	1.50	1.50	1.50	1.50
Department Total	392.50	399.50	399.50	399.50	399.50

FINANCIAL SUMMARY

Management Services	\$ 2,118,347	\$ 3,184,680	\$ 3,692,750	\$ 3,226,980	\$ 3,242,770
Transit Services	649,689	873,330	721,090	763,310	713,810
Sun Tran	30,804,332	32,262,250	30,538,330	33,118,220	34,817,870
Van Tran	6,115,356	6,537,100	6,487,100	6,848,480	6,944,470
Transportation Planning*	1,310,517	2,040,180	1,668,070	1,327,110	1,357,010
Engineering*	1,742,007	2,277,300	2,046,170	3,303,730	3,298,370
Real Estate	768,937	758,300	757,390	842,830	869,460
Street and Traffic Maintenance	21,426,979	21,665,010	21,589,410	22,057,930	22,597,160
Traffic Engineering	3,536,462	4,220,270	3,687,040	4,020,800	4,061,500
Operating Total	68,472,626	73,818,420	71,187,350	75,509,390	77,902,420
Capital Improvements	47,878,710	100,666,700	82,277,360	115,821,800	71,182,000
Department Total	\$ 116,351,336	\$ 174,485,120	\$ 153,464,710	\$ 191,331,190	\$ 149,084,420

*Stormwater quality and management functions are transferred from Transportation Planning to Engineering beginning in Fiscal Year 2003.

TRANSPORTATION

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 19,580,412	\$ 20,457,910	\$ 19,952,240	\$ 22,538,070	\$ 23,534,850
Services	18,797,567	21,453,770	21,121,510	20,526,830	19,967,880
Commodities	10,616,502	11,085,040	9,818,150	10,393,760	10,379,910
Equipment	1,167,106	1,009,040	711,180	464,810	408,810
Other	25,703,334	25,899,640	25,579,500	27,675,600	29,904,470
Inter-Activity Transfers	(7,392,295)	(6,086,980)	(5,995,230)	(6,089,680)	(6,293,500)
Operating Total	68,472,626	73,818,420	71,187,350	75,509,390	77,902,420
Capital Improvements	47,878,710	100,666,700	82,277,360	115,821,800	71,182,000
Department Total	\$ 116,351,336	\$ 174,485,120	\$ 153,464,710	\$ 191,331,190	\$ 149,084,420

SOURCE OF FUNDS**OPERATING FUNDS**

General Fund	\$ 4,666,628	\$ 5,675,950	\$ 4,826,820	\$ 5,638,040	\$ 5,818,090
General Fund - Certificates of Participation	70,295	95,490	55,290	-0-	-0-
Highway User Revenue Fund	25,503,505	27,632,100	27,707,040	28,118,560	28,575,910
Miscellaneous Non-Federal Grants	8,164	245,000	245,000	350,000	350,000
Mass Transit - Federal Grants	2,105,791	2,109,430	2,109,430	2,109,430	2,109,430
Mass Transit - General Fund Contribution	21,205,420	23,843,690	22,240,800	25,077,630	26,659,720
Mass Transit - Local Transit Assistance Fund	2,811,393	2,706,800	2,706,800	2,707,000	2,707,000
Mass Transit - State Grants	1,504,060	753,720	753,720	635,950	750,000
Mass Transit - User Charges	9,942,713	10,259,040	9,935,770	10,200,000	10,250,000
Federal Highway Administration Funds	654,657	497,200	606,680	672,780	682,270
Operating Funds Total	\$ 68,472,626	\$ 73,818,420	\$ 71,187,350	\$ 75,509,390	\$ 77,902,420

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Source of Funds (Continued)					
CAPITAL FUNDS					
General Fund	\$ 100,451	\$ 529,000	\$ 529,000	\$ 533,000	\$ 537,000
Highway User Revenue Fund	6,823,041	8,129,000	5,195,340	9,858,300	1,991,000
Miscellaneous Non-Federal Grants	-0-	-0-	-0-	728,000	-0-
Capital Agreements Fund	6,364,465	13,288,000	9,094,200	10,234,800	5,815,000
Mass Transit - Federal Grants	7,105,670	22,714,600	14,031,520	23,948,500	24,494,000
Mass Transit - General Fund Contribution	1,442,159	4,529,400	3,044,320	3,246,200	2,159,000
Mass Transit - State Grants	365,800	428,000	210,000	-0-	-0-
Federal Highway Administration Funds	4,592,792	22,627,000	25,722,510	33,578,000	21,532,000
1973 General Obligation Bonds	312,091	-0-	-0-	-0-	-0-
1984 General Obligation Bonds	88,924	-0-	-0-	-0-	-0-
1994 General Obligation Bonds	1,054,696	2,598,700	2,272,420	278,000	-0-
2000 General Obligation Bonds	3,130,193	14,427,000	9,488,100	19,992,200	8,937,000
1994 Street and Highway Revenue Bonds	16,498,428	11,396,000	11,609,950	2,473,800	-0-
2000 Street and Highway Revenue Bonds Series D	-0-	-0-	1,080,000	10,951,000	5,717,000
Capital Funds Total	\$ 47,878,710	\$ 100,666,700	\$ 82,277,360	\$ 115,821,800	\$ 71,182,000
Department Total	\$ 116,351,336	\$ 174,485,120	\$ 153,464,710	\$ 191,331,190	\$ 149,084,420

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$75,509,390 reflects an increase of \$1,690,970 from the Fiscal Year 2002 Adopted Budget. The general fund contribution to mass transit was increased \$1.2 million in order to maintain service levels. This increase is primarily due to contractual requirements for bus and van drivers. Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes additional funding of \$15,155,100 for a Fiscal Year 2003 budget of \$115,821,800. New federal highway funds are budgeted for resurfacing major roadways and implementation of the 2000 bond program continues to expand as scheduled.

TRANSPORTATION

Significant Changes (Continued)

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$77,902,420 includes an increase of \$2,393,030 from Fiscal Year 2003. The general fund contribution to mass transit was increased \$1.6 million to maintain service levels. This increase is primarily due to contractual requirements for bus and van drivers. Pay adjustments and other rate increases in fringe benefits are included in the approved increase for Fiscal Year 2004.

The capital budget is decreased \$44,639,800 for a Fiscal Year 2004 budget of \$71,182,000 based on completion of projects funded with city bonds as well as federal and state street and highway funding.

MANAGEMENT SERVICES

MISSION STATEMENT: The Management Services Division plans, coordinates, supervises, and performs administrative functions; provides budget, personnel, and computer network support; manages the departmental Speakers Bureau; and serves as liaison to community-based committees for the efficient and successful operation of the Department of Transportation.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Ensure computer hardware, software, and networks are operational so staff of the client divisions have trouble-free access.					
• Number of computers maintained	165	165	375	375	375
Provide employee training in programs on computer software and other areas such as customer service, leadership, and safety.					
• Percent of total employees receiving training	25%	30%	30%	30%	30%
Coordinate and schedule Mayor and Council agenda items for DOT, council offices, and in partnership with other city departments.					
• Study Session items	N/A	30	33	35	35
• Regular Agenda items	N/A	80	120	150	150
Manage the successful coordination of the regular Speakers Bureau.					
• Speakers Bureau regular presentations	N/A	24	24	25	25

Management Services (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide support and assistance to advisory committees and citizen committees.					
• Number of advisory committee meetings	N/A	56	56	56	56
• Number of subcommittee meetings	N/A	4	4	4	4
• Number of citizen committee meetings	N/A	12	48	12	12
Send news releases in response to Transportation related issues within 24 hours.					
• Number of releases	N/A	N/A	50	50	50
Key Outcomes					
Ensure computers are operational by providing technical support.					
• Percent of computer support calls responded to within 24 hours	95%	95%	98%	98%	98%
Ensure the successful distribution of information to organizations at Speakers Bureau presentations.					
• Percent of survey cards returned with rating of “good” or “above average” on the value of the presentation	N/A	75%	75%	75%	75%

RESOURCE SUMMARY

Position Resources	18.50	19.50	21.50	22.50	22.50
Financial Resources					
General Fund	\$ 622,601	\$ 639,630	\$ 662,550	\$ 547,910	\$ 604,390
Highway User Revenue Fund	1,495,746	2,545,050	3,030,200	2,679,070	2,638,380
Financial Resources Total	<u>\$ 2,118,347</u>	<u>\$ 3,184,680</u>	<u>\$ 3,692,750</u>	<u>\$ 3,226,980</u>	<u>\$ 3,242,770</u>

TRANSPORTATION

TRANSIT SERVICES

MISSION STATEMENT: The Transit Services Division plans, coordinates, supervises, and performs administrative functions for the operation of fixed-route and paratransit services to ensure an efficient and cost-effective public transit system that provides access to employment, services, and events for residents of the Tucson metropolitan area and to promote the use of alternate modes of transportation.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Prepare, submit, and execute Federal Transit Administration grants.					
• Number of federal grants submitted	2	2	4	3	3
Total grant dollar value (\$000s)	\$ 13,300	\$ 14,000	\$ 46,062	\$ 22,747	\$ 24,567
• Number of state grants submitted	1	N/A	1	1	1
Total grant dollar value (\$000s)	\$ 1,486	N/A	\$ 939,128	\$ 939,128	\$ 939,128
Prepare, negotiate, and submit Inter-governmental Agreements between area local governments for the provision of public transit services and project management activity utilizing federal and state funding sources.	N/A	9	9	9	9
Process applications for Americans with Disabilities Act (ADA) eligibility for paratransit service.	2,727	2,880	3,160	3,239	3,320
Issue reduced-fare identification cards for fixed-route service.	9,326	11,000	11,000	11,1000	11,000
Key Outcomes					
Maintain access to Van Tran's paratransit services.					
• Number of eligible persons	6,672	6,560	7,046	7,440	7,857

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	11.00	11.00
Financial Resources					
Mass Transit - General Fund Contribution	\$ 602,689	\$ 757,330	\$ 605,090	\$ 690,310	\$ 713,810
Mass Transit - State Grants	47,000	116,000	116,000	73,000	-0-
Financial Resources Total	\$ 649,689	\$ 873,330	\$ 721,090	\$ 763,310	\$ 713,810

SUN TRAN

MISSION STATEMENT: Sun Tran provides safe, well-maintained, and cost-effective public transportation with a team of employees dedicated to customers, the environment, and the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide regional bus service.					
• Number of buses in fleet	203	185	185	185	185
• Number of fixed-route service passenger trips provided (000s)	14,472	14,760	14,320	15,202	15,527
• Number of fixed-route service hours	596,996	600,336	584,340	600,336	596,036
• Number of fixed-route total miles (000s)	6,904	7,829	7,598	7,964	7,736
• Cost per fixed-route service mile	\$ 4.46	\$ 4.12	\$ 4.02	\$ 4.16	\$ 4.50
• Number of preventive maintenance checks to reduce breakdowns	1,300	1,336	1,336	1,336	1,336
• Total training hours for operators	675	4,850	4,850	4,850	4,850
• Total training hours for maintenance personnel	5,000	3,500	3,500	3,500	3,500
Key Outcomes					
Maintain the number of miles of service between breakdowns.	N/A	6,000	2,500	2,500	2,500
Maintain a safe public transit service.					
• Vehicle collision accidents per 100,000 miles	1.5	1.5	1.5	1.5	1.5
• Passenger injury accidents per 100,000 miles	0.6	0.6	0.6	0.6	0.6
Increase percentage of buses fueled with compressed natural gas (CNG) to improve air quality.	N/A	72%	74%	86%	92%
Maintain percentage of buses on the public transit system that comply with the Americans with Disabilities Act.	N/A	100%	100%	100%	100%

TRANSPORTATION

Sun Tran (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Financial Resources					
Mass Transit - Federal Grants	\$ 1,839,391	\$ 1,843,030	\$ 1,843,030	\$ 1,843,030	\$ 1,843,030
Mass Transit - General Fund Contribution	15,825,585	17,885,850	16,435,200	18,875,430	20,367,750
Mass Transit - Local Transit Assistance Fund	2,811,393	2,706,800	2,706,800	2,707,000	2,707,000
Mass Transit - State Grants	936,780	117,440	117,440	42,670	200,000
Mass Transit - User Charges	9,391,183	9,709,130	9,435,860	9,650,090	9,700,090
Financial Resources Total	\$ 30,804,332	\$ 32,262,250	\$ 30,538,330	\$ 33,118,220	\$ 34,817,870

VAN TRAN

MISSION STATEMENT: Van Tran provides paratransit services within the Tucson metropolitan area that are comparable to public transit services and are in accordance with the Americans with Disabilities Act, giving persons with disabilities access to employment, shopping, services, community agencies, and events.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide paratransit services to persons with disabilities who cannot use Sun Tran.

• Miles of service provided (000s)	2,456	2,063	2,033	2,033	2,033
• Hours of service provided	152,980	162,000	162,000	162,000	162,000

Provide training for Van Tran drivers.

• Number of safety training hours per driver	23	17	17	17	17
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Provide preventive vehicle maintenance checks to reduce breakdowns.

• Number of maintenance checks	560	525	525	516	499
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Key Outcomes

Maintain percent of trips that are on time to destinations.	91%	91%	91%	91%	91%
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Number of passengers served annually.	N/A	336,152	336,552	336,552	336,552
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Number of vehicular accidents per 100,000 miles of service.

• Accidents per 100,000 miles	0.8	0.8	0.8	0.8	0.8
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Van Tran (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Financial Resources					
Mass Transit - Federal Grants	\$ 266,400	\$ 266,400	\$ 266,400	\$ 266,400	\$ 266,400
Mass Transit - General Fund Contribution	4,777,146	5,200,510	5,200,510	5,511,890	5,578,160
Mass Transit - State Grants	520,280	520,280	520,280	520,280	550,000
Mass Transit - User Charges	551,530	549,910	499,910	549,910	549,910
Financial Resources Total	\$ 6,115,356	\$ 6,537,100	\$ 6,487,100	\$ 6,848,480	\$ 6,944,470

TRANSPORTATION PLANNING

MISSION STATEMENT: The Transportation Planning Division plans, creates, and promotes roadway improvements for efficient access to goods and services, and effective transit and paratransit routes, attractive sidewalks, bike routes, and multiple-use paths to encourage the use of alternate modes reducing congestion and promoting a more healthy environment. The division monitors stormwater management programs for compliance with the city's federally-mandated municipal stormwater quality permit to ensure both the quality and quantity of stormwater runoff.

KEY MEASURES OF PERFORMANCE

Key Outputs

Develop recommendations for service changes in the Short-Range Transit Plan to improve transit operations.	10	10	10	10	10
Conduct appeal hearings on eligibility determinations for people with disabilities.	60	60	60	25	25

Key Outcomes

Provide opportunities for public input on Transportation Planning projects.	20	30	30	30	30
Increase the number of individuals with a better knowledge of the bicycle facilities/activities throughout the community.	N/A	N/A	N/A	2,000	2,000

TRANSPORTATION

Transportation Planning (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources*	21.00	21.00	22.00	10.00	10.00
Financial Resources*					
General Fund	\$ 793,518	\$ 1,467,510	\$ 990,460	\$ 492,880	\$ 513,010
Highway User Revenue Fund	109,474	203,370	182,610	234,230	244,000
Miscellaneous Non-Federal Grants	-0-	245,000	245,000	350,000	350,000
Federal Highway Administration Funds	407,525	124,300	250,000	250,000	250,000
Financial Resources Total	<u>\$ 1,310,517</u>	<u>\$ 2,040,180</u>	<u>\$ 1,668,070</u>	<u>\$ 1,327,110</u>	<u>\$ 1,357,010</u>

*Stormwater quality and management functions are transferred from Transportation Planning to Engineering beginning in Fiscal Year 2003.

ENGINEERING

MISSION STATEMENT: The Engineering Division provides for the prioritization, design, and construction of cost-effective improvements to the city's roadways and flood control systems; manages the use of and access to public rights-of-way; and provides for the protection of life and property from flood hazards.

KEY MEASURES OF PERFORMANCE

Key Outputs

Design and construct capital improvement projects.	N/A	50	50	50	50
Conduct events that provide for public input and awareness of transportation, alternate modes, and stormwater related projects and programs.	N/A	N/A	N/A	50	50
Conduct stormwater inspections in response to stormwater quality concerns.					
• Number of inspections conducted	N/A	N/A	N/A	600	600
Update floodplain delineation studies.	9	10	9	10	10
Generate petitions by improvement districts at the request of neighborhood groups for the enhancement of their neighborhood.	N/A	12	12	12	12

Engineering Division (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Issue permits to construct roadway and drainage improvements that result in safety and economic benefits to the community.	N/A	6,000	6,000	6,000	6,000
Provide service and support to customers who have obtained permits for excavation/construction in the public right of way.	N/A	6,000	6,000	6,000	6,000
Key Outcomes					
Maintain percent of major city streets that have a condition rating of good or better.	85%	87%	87%	87%	87%
Resurface major streets (linear miles).	21	52	52	52	52
Remove structures from the floodplain and flood hazard through the re-drawing of flood maps.	314	100	100	100	100
Construct improvements that reduce the threat of flood damage and enhance the community's safety.	5	12	12	13	14
Meet Environmental Protection Agency standards for stormwater.					
• Number of stormwater quality concerns resolved	N/A	N/A	N/A	540	540

RESOURCE SUMMARY

Position Resources*	96.50	96.50	94.50	106.50	106.50
Financial Resources*					
General Fund	\$ 172,759	\$ 251,170	\$ 183,070	\$ 1,156,590	\$ 1,202,330
Highway User Revenue Fund	1,313,952	1,653,230	1,506,420	1,724,360	1,663,770
Federal Highway Administration Funds	247,132	372,900	356,680	422,780	432,270
Miscellaneous Non-Federal Grants	8,164	-0-	-0-	-0-	-0-
Financial Resources Total	\$ 1,742,007	\$ 2,277,300	\$ 2,046,170	\$ 3,303,730	\$ 3,298,370

*Stormwater quality and management functions are transferred from Transportation Planning to Engineering beginning in Fiscal Year 2003.

TRANSPORTATION

REAL ESTATE

MISSION STATEMENT: The Real Estate Division provides professional real property services including appraisal, acquisition, management, special studies, geographical information system services, cultural resource clearance, environmental investigation, leasing, and disposition for city departments and the community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide needed property for new public facilities.					
• Number of properties acquired	75	120	120	90	90
Sell surplus parcels of property.	32	18	18	18	18
Respond to service requests for property vacation, abandonment, easement, rezoning reviews, right-of-entry, lease, or special use.	300	180	180	180	180
Complete appraisals and estimates of value for real property for various public projects and citywide needs.					
• Number of appraisals and estimates of value	N/A	100	100	100	100
Provide Geographic Information System (GIS) special project maps to Mayor and Council, neighborhood associations, city departments, governmental agencies, consultants, and the private sector.					
• Number of maps	N/A	125	125	160	170
Key Outcomes					
Increase the city's tax base by returning unneeded parcels of property to the tax rolls.					
• Number of parcels	32	18	18	18	18
• Value of parcels (\$000s)	N/A	\$ 400	\$ 400	\$ 400	\$ 400

RESOURCE SUMMARY

Position Resources	15.50	15.50	15.50	15.50	15.50
Financial Resources					
General Fund	\$ 768,937	\$ 758,300	\$ 757,390	\$ 842,830	\$ 869,460
Financial Resources Total	\$ 768,937	\$ 758,300	\$ 757,390	\$ 842,830	\$ 869,460

STREETS AND TRAFFIC MAINTENANCE

MISSION STATEMENT: The Streets and Traffic Maintenance Division provides a comprehensive maintenance program of streets, median island landscaping, alleyways, and drainage channels to ensure safe driving surfaces, decrease the potential for flooding, and control dust. The division also manages a maintenance and inspection program of street lighting, traffic signs, traffic signals, and roadway markings to ensure the safe and efficient movement of people, traffic, and goods.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Resurface residential streets (lane miles).	250	250	250	250	275
Maintain four-hour response time to emergency calls regarding traffic signal malfunctions.					
• Number of emergency calls	1,190	1,000	1,500	1,500	1,500
Conduct preventive maintenance on traffic signals: checking timing, controller, and detection devices.					
• Number of maintenance checks	950	700	700	800	825
Re-stripe major collectors and arterials (linear miles).	1,920	2,800	2,800	2,800	2,800
Re-lamp street lights for preventive maintenance.					
• Number of lights replaced	3,000	3,000	3,000	3,000	3,000
Participate in neighborhood cleanups by removal of debris and trash.					
• Number of cubic yards removed	578	1,500*	1,000	1,000	1,200
Maintain drainage channels to achieve a balance between flood control considerations, wildlife, and vegetation preservation.					
• Linear miles of drainage channels maintained	208	150	150	150	150
Respond to emergency maintenance requests related to public safety (debris and glass in roadway).					
• Number of man hours	1,565	1,275	1,500	1,500	1,500

*Correction made on performance measure for Adopted Fiscal Year 2002.

TRANSPORTATION

Street and Traffic Maintenance (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Ensure that traffic signals operate trouble free 24 hours per day.					
• Number of traffic signals	320	348	340	340	340
• Percent of traffic signals operating trouble free daily	85%	98%	85%	98%	98%
Work directly with citizens on projects to enhance quality of life in neighborhoods and communities	10	N/A	10	12	12

RESOURCE SUMMARY

Position Resources	191.00	197.00	197.00	196.00	196.00
Financial Resources					
General Fund	\$ 704,566	\$ 704,000	\$ 704,000	\$ 704,000	\$ 704,000
Highway User Revenue Fund	20,722,413	20,961,010	20,885,410	21,353,930	21,893,160
Financial Resources Total	<u>\$ 21,426,979</u>	<u>\$ 21,665,010</u>	<u>\$ 21,589,410</u>	<u>\$ 22,057,930</u>	<u>\$ 22,597,160</u>

TRAFFIC ENGINEERING

MISSION STATEMENT: The Traffic Engineering Division designs, constructs, and monitors intelligent transportation, traffic, transit, and parking systems and implements neighborhood traffic calming features that promote a safer community.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Process citizen requests concerning traffic regulation signs, visibility issues, pedestrian crossings, traffic signal modifications and timing adjustments, and other safety improvements.	2,438	2,400	2,500	2,500	2,500
Review barricade, development, and roadway improvement plans.					
• Barricade plans reviewed	634	650	630	650	650
• Development plans reviewed	573	500	480	500	500
• Roadway improvement plans reviewed	350	350	360	350	350
Respond to requests for Neighborhood Traffic Management Program information.					
• Number of request responses	216	290	275	290	290

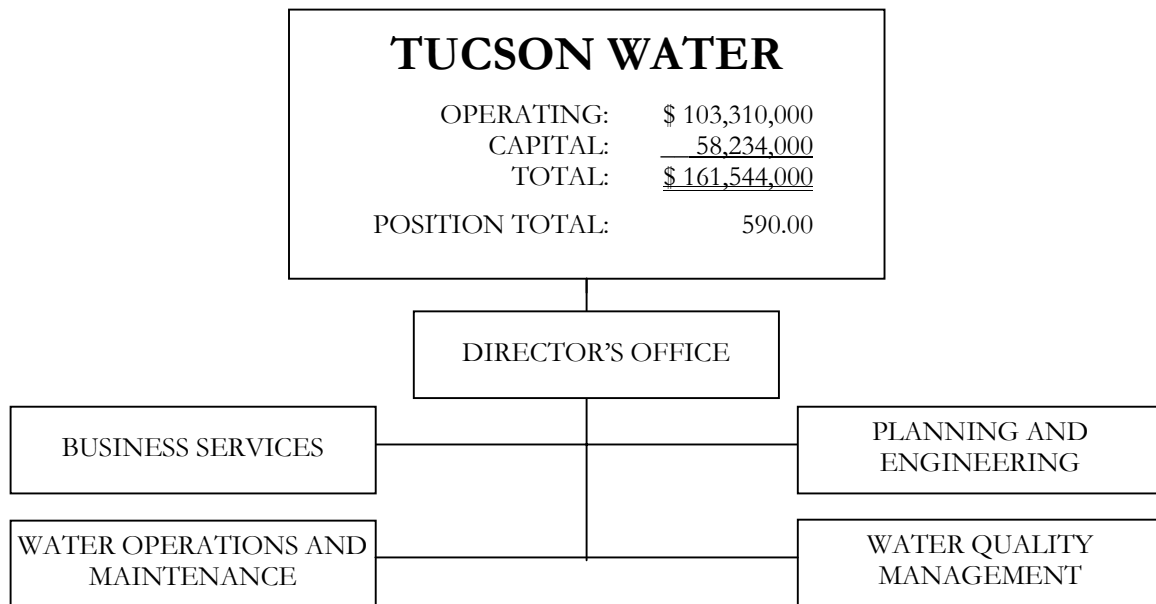
Traffic Engineering (Continued)

KEY MEASURES OF PERFORMANCE

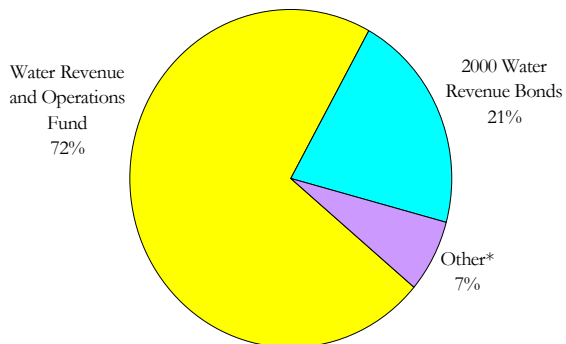
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Issue parking permits.					
• Number of residential permits	2,243	3,000	5,000	5,000	5,000
• Number of non-residential permits	242	350	350	530	530
Conduct intersection reviews and adjust green-light signal times for safe and optimal movement of traffic.	85	200	200	200	200
Respond to citizen calls for parking enforcement services within one hour.	4,103	1,600	1,450	1,600	1,600
Key Outcomes					
Enhance livability in neighborhoods.					
• Number of new Neighborhood Traffic Management Programs implemented	42	40	40	40	40
Manage the number of parking programs to protect neighborhood integrity and business viability.	23	23	31	31	31

RESOURCE SUMMARY

Position Resources	39.00	39.00	38.00	38.00	38.00
Financial Resources					
General Fund	\$ 1,604,247	\$ 1,855,340	\$ 1,529,350	\$ 1,893,830	\$ 1,924,900
General Fund - Certificates of Participation	70,295	95,490	55,290	-0-	-0-
Highway User Revenue Fund	1,861,920	2,269,440	2,102,400	2,126,970	2,136,600
Financial Resources Total	<u>\$ 3,536,462</u>	<u>\$ 4,220,270</u>	<u>\$ 3,687,040</u>	<u>\$ 4,020,800</u>	<u>\$ 4,061,500</u>

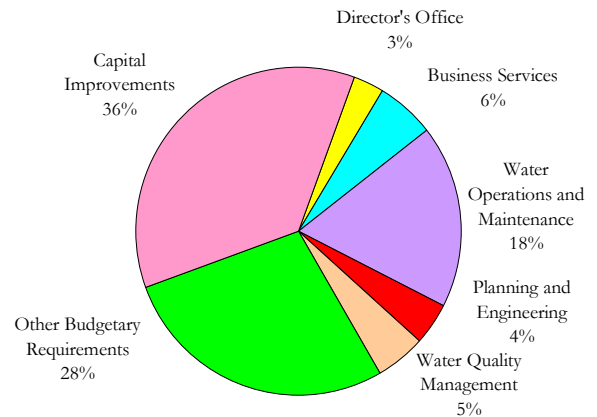


FINANCING PLAN



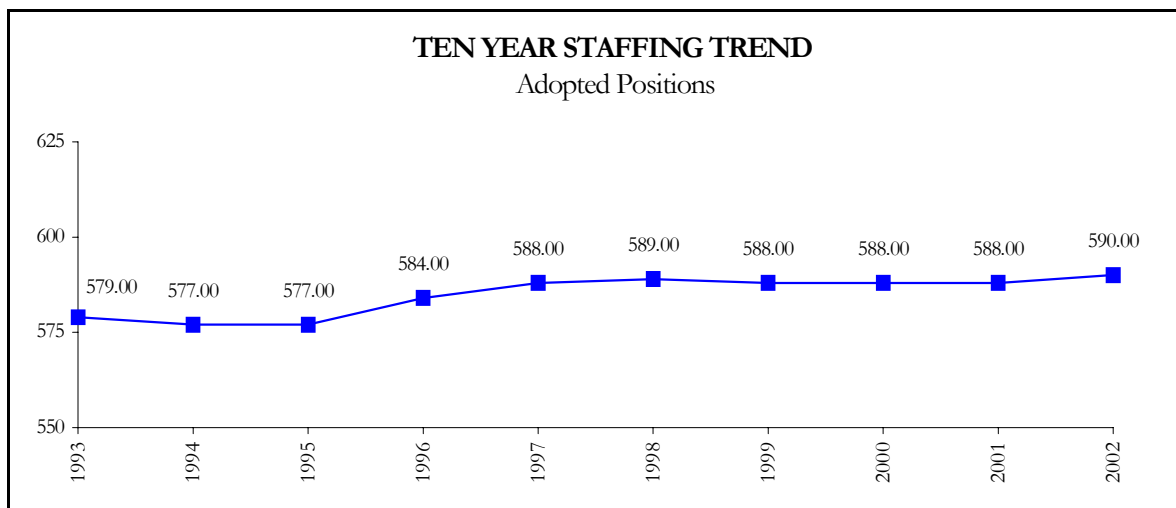
*Includes Water Infrastructure Finance Authority Bonds (7%) Central Arizona Project Reserve Fund (<1%), and Miscellaneous Non-Federal Grants (<1%).

PROGRAM ALLOCATION



TEN YEAR STAFFING TREND

Adopted Positions



TUCSON WATER

MISSION STATEMENT: To provide, in partnership with our community, excellence in water services to secure the future and enhance the quality of life. Our commitment is to ensure our customers receive high quality water and excellent service in a cost efficient and environmentally responsible manner.

OVERVIEW

Tucson Water is charged with balancing the issues of water quality and related costs while managing sustainable water sources to meet current and future demand. Tucson Water maintains this balance by developing and operating the water system in a manner that is responsive to its customers, enhances the environment, and meets or exceeds all regulatory requirements.

Tucson Water provides water service to approximately 680,000 residents within a 285 square-mile service area that encompasses approximately 78% of the greater Tucson metropolitan area's total population. A network of wells, reservoirs, booster stations, and water mains will deliver approximately 36 billion gallons or 110,500 acre-feet (one acre-foot equals 325,851 gallons) of drinking water to city and county residents and businesses during Fiscal Year 2003. In addition, about 3.4 billion gallons or 10,400 acre-feet of reclaimed water (wastewater effluent treated by filtering and disinfecting) will be delivered for irrigation purposes. Tucson Water also recharges Colorado River water, secondary effluent, and reclaimed water into the aquifer, thereby "banking" water for future use. Also, Tucson Water continues to improve the reliability of the water delivery system by replacing old water mains, adding wells, and maintaining the well system at 95% availability during peak demand periods. Through these efforts, Tucson Water will be able to produce and distribute 155 million gallons of drinking water and 25 million gallons of reclaimed water per day during the summer to meet peak day demand.

Under the policy direction of the Mayor and Council, staff within the Director's Office and four operating divisions (Business Services, Water Operations and Maintenance, Planning and Engineering, and Water Quality Management) conducts the work of the department.

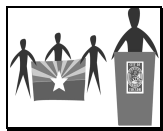
DEPARTMENT HIGHLIGHTS

The Clearwater Renewable Resource Facility, located in Avra Valley, began operations in spring of 2001. The facility provides a blend of native groundwater and recharged Colorado River water to the greater Tucson area, which allows many of the wells in the central city to be placed in a stand-by mode. The facility includes recharge basins, recovery wells, a reservoir, a booster station, and transmission mains, and is being constructed in three phases. At full build-out in 2003, the project will provide up to 60,000 acre-feet of water to Tucson per year, which is about half of the potable water now used by the community. Reduced pumping from the central wellfield will allow the aquifer in the Tucson basin to slowly recover through natural recharge.

Tucson Water has implemented three programs to increase efficiency in department operations and to reduce risks:

- Maintenance Management Program targeting preventative maintenance through improved procedures, organization, and staffing
- Reengineering to involve employees in identifying more efficient work practices throughout the department
- Five Star Safety System aimed at reducing risk through world-class safety and loss control practices

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Tucson Water provides a variety of ways for the community to learn about water issues and to influence the direction of water policy. The community is informed through a monthly newsletter *Water Connection*, public service announcements, workshops, construction project outreach activities, annual water quality reports, a department Internet Web site covering current water quality information and many other subjects, a speaker's bureau, department open houses, tours of water facilities and projects using trained docents, water conservation lectures and demonstrations, appearances by the Water Information Van, water information booths at community events, and pamphlets and booklets distributed throughout the community.

The public is encouraged to provide input to Tucson Water by e-mail, telephone comment line, focus groups, annual customer surveys, and participation at citizen advisory committee meetings and project meetings. In addition, the Fiscal Year 2002 rate process was developed with the assistance of a Customer Rate Advisory Group that included representatives from all major billing classes.

The value of customer input is demonstrated by the "At-the-Tap" program, where feedback from customer groups identified the acceptability of various water blends to be delivered from the Clearwater Renewable Resource Facility.



Goal: Excellent Public Education

Tucson Water provides educational materials to assist in teaching all ages about water supply, demand, and water quality issues unique to the Tucson basin. Partnerships with the University of Arizona, Pima Community College, and other schools have been established to provide internships at Tucson Water in the areas of hydrology, engineering, geology, and information systems. The department also provides high school teachers with the opportunity for summer internships at Tucson Water to get a better understanding of community water issues, the complexities of operating a community water system, and career opportunities available to their students. The Sweetwater Wetlands Project continues to provide a variety of educational opportunities involving volunteer docents, teachers using the wetlands as an outdoor classroom, and other organizations assisting with field educational materials.

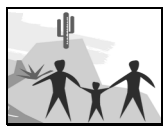


Goal: Abundant Urban Green Space and Recreation Areas

Tucson Water partners with local schools, the University of Arizona, and Pima County in support of urban green space and recreation areas. Several important Tucson Water projects (such as the Clearwater Renewable Resource Facility, Pima Mine Road, Sweetwater Wetlands, and Lincoln Park Riparian Habitat projects) are included among the city's Multiple Benefit Water Projects designed to enhance the livability of our community while making judicious use of limited water resources.

Staff works with other city departments on Neighborhood Enhancement Teams (NETeams) to help construct neighborhood parks, provide cleanups, and plant native trees. Additionally, Tucson Water maintains landscaping at well and booster sites that blend with the natural surroundings and augments the limited green space in neighborhoods.

Support for Livable Tucson Goals (Continued)



Goal: Protected Natural Desert Environment

The primary purpose of the Sweetwater Wetlands is to treat wastewater effluent to allow its reuse for irrigation purposes, but its larger value to the community is the habitat it provides for birds, animals, and plant species that were once common in the area. Since it opened in 1998, many citizens enjoy bird watching at Sweetwater Wetlands. Reclaimed water is used to support native plant and animal life at various parks and walking paths throughout the community. Tucson Water also protects the Sonoran Desert during construction projects by removing natural vegetation, which is then used to “revegetate” construction sites.



Goal: Clean Air and Quality Water

Tucson Water collaborates with the Arizona Department of Water Quality, Arizona Department of Health Services, Pima Association of Governments, and the University of Arizona to ensure that the quality of water delivered to customers exceeds federal, state, and local regulations. Water quality is regularly monitored at more than 250 sampling points throughout the distribution system. Water samples are analyzed for aesthetic qualities and for chlorine residual, bacteria, and other potential contaminants. In total, approximately 175,000 drinking water analyses are performed per year. Tucson Water also partners with the American Water Works Association Research Foundation and other agencies to provide customer satisfaction through best practices and improved water treatment.



Goal: Efficient Use of Natural Resources

Tucson Water, in collaboration with the Pima Association of Governments, the U.S. Geological Survey, and the University of Arizona, works vigorously to conserve groundwater and ensure the efficient use of alternative water resources. The Zanjero (water audit) Program saves approximately 45 million gallons of groundwater annually in homes and businesses. An expanded, more sophisticated water main leak detection program saves additional water. The year-round conservation plan *Water Conservation: The Recovery Begins* will be augmented by other conservation initiatives, including further improvements to the Water Waste ordinance, a pilot program to determine the effectiveness of goal-based rates for irrigation accounts, and a conservation assistance program targeted at low-income customers.

In addition to using a large volume of Colorado River water in the Clearwater Renewable Resource Facility, Tucson Water continues to partner with the Central Arizona Water Conservation District (CAWCD) to recharge Colorado River water at the Pima Mine Road site and to sell Colorado River water to agricultural operations resulting in groundwater credits that can be used toward maintaining the assured water supply designation.

TUCSON WATER**DEPARTMENT RESOURCES**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Director's Office	31.50	31.50	31.50	33.50	33.50
Business Services	129.00	130.00	130.00	130.00	130.00
Water Operations and Maintenance	227.50	227.50	224.50	222.50	222.50
Planning and Engineering	142.00	142.00	147.00	147.00	147.00
Water Quality Management	59.00	59.00	57.00	57.00	57.00
Department Total	589.00	590.00	590.00	590.00	590.00

FINANCIAL SUMMARY

Director's Office	\$ 3,749,983	\$ 4,263,080	\$ 4,327,140	\$ 5,523,560	\$ 5,650,200
Business Services	8,585,940	8,912,150	8,912,650	9,415,020	9,757,320
Water Operations and Maintenance	24,593,248	21,204,400	21,204,400	29,545,770	31,354,010
Planning and Engineering	5,286,835	5,778,810	6,025,690	6,151,660	6,217,100
Water Quality Management	13,428,125	13,245,520	13,231,220	8,157,220	8,321,000
Other Budgetary Requirements	23,912,326	45,743,790	44,928,790	44,516,770	48,047,370
Operating Total	79,556,457	99,147,750	98,629,890	103,310,000	109,347,000
Capital Improvements	49,363,371	56,028,800	56,028,800	58,234,000	48,311,000
Department Total	\$ 128,919,828	\$ 155,176,550	\$ 154,658,690	\$ 161,544,000	\$ 157,658,000

CHARACTER OF EXPENDITURES

Personal Services	\$ 26,141,335	\$ 27,026,900	\$ 27,329,830	\$ 28,533,900	\$ 29,827,010
Services	32,355,406	46,237,560	45,441,570	48,635,630	50,749,280
Commodities	5,028,487	6,693,290	6,668,490	6,518,330	6,660,210
Equipment	584,902	-0-	-0-	-0-	-0-
Debt Service	21,901,513	25,881,710	25,881,710	26,504,220	29,274,750
Other	-0-	109,890	109,890	80,920	(4,200)
Inter-Activity Transfers	(6,455,186)	(6,801,600)	(6,801,600)	(6,963,000)	(7,160,050)
Operating Total	79,556,457	99,147,750	98,629,890	103,310,000	109,347,000
Capital Improvements	49,363,371	56,028,800	56,028,800	58,234,000	48,311,000
Department Total	\$ 128,919,828	\$ 155,176,550	\$ 154,658,690	\$ 161,544,000	\$ 157,658,000

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
Water Revenue and Operations Fund	\$ 79,548,387	\$ 98,696,750	\$ 98,229,890	\$ 102,945,000	\$ 109,197,000
Miscellaneous Non-Federal Grants	8,070	451,000	400,000	365,000	150,000
Operating Funds Total	\$ 79,556,457	\$ 99,147,750	\$ 98,629,890	\$ 103,310,000	\$ 109,347,000
CAPITAL FUNDS					
Water Revenue and Operations Fund	\$ 15,381,980	\$ 13,407,000	\$ 13,407,000	\$ 13,959,000	\$ 16,309,000
1994 Water Revenue Bonds	24,152,184	-0-	-0-	-0-	-0-
2000 Water Revenue Bonds	-0-	32,114,800	32,114,800	33,323,000	29,492,000
Water Infrastructure Finance Authority Bond	8,902,877	9,545,000	9,545,000	10,942,000	2,500,000
Central Arizona Project Reserve Fund	926,330	962,000	962,000	10,000	10,000
Capital Funds Total	\$ 49,363,371	\$ 56,028,800	\$ 56,028,800	\$ 58,234,000	\$ 48,311,000
Department Total	\$ 128,919,828	\$ 155,176,550	\$ 154,658,690	\$ 161,544,000	\$ 157,658,000

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$103,310,000 reflects an increase of \$4,162,250 from the Fiscal Year 2002 Adopted Budget. The long-range financial plan calls for an average water rate increase of 4.3% in Fiscal Year 2003. The significant changes to expenditures are as follows:

- ◆ The ongoing implementation of the 2000 bond program will require an increase in the debt service.
- ◆ As the Clearwater Renewable Resource Facility is brought on line, additional Central Arizona Project (CAP) water will be purchased and power usage will increase.
- ◆ The Maintenance Management Program is an important effort to improve the operations of the department.
- ◆ Claims against the city due to water issues are anticipated to decrease.

Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget includes an increase in funding of \$2,205,200 for a Fiscal Year 2003 budget of \$58,234,000, based on the scheduled implementation of the 2000 bond program.

Significant Changes (Continued):

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$109,347,000 includes an increase of \$6,037,000 from Fiscal Year 2003. As in Fiscal Year 2003, the significant changes are due to increases in debt service on the 2000 bond program and CAP water purchases. Pay adjustments and increases to rates on fringe benefits are included.

The capital budget is decreased \$9,923,000 for a Fiscal Year 2004 budget of \$48,311,000 based on completion of the Clearwater Renewable Resource Facility in Fiscal Year 2003. Expansion of the reclaimed water system is programmed to accelerate in Fiscal Year 2004.

DIRECTOR'S OFFICE

MISSION STATEMENT: The Director's Office provides vision for the future and leadership for Tucson Water; oversees the utility's programs, activities, and strategic planning process to ensure proactive compliance with Mayor and Council water policies, City Manager direction, regulatory requirements, and community expectations; coordinates and facilitates communication with customers, Mayor and Council, outside agencies, other city departments, and the media; provides personnel, training and safety programs; develops efficiency improvements that will minimize projected water rate increases; and promotes water conservation through educational information, training, speakers' bureaus, and water use audits.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Reduce in-home water consumption for customers participating in the Zanjero Residential Water Audit Program.					
• Residential water audits conducted	2,200	2,000	1,400	1,400	1,400
Respond to media requests for public information.					
• Media requests	400	600	500	600	600
Provide Speakers' Bureau presentations in the community with trained staff.					
• Number of presentations	N/A	150	150	140	140
Conduct educational tours of projects and facilities for customers.					
• Number of customers	2,000	1,200	1,200	1,000	1,000

Director's Office (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide employee training on customer service, computer software, supervisory skills, and required Occupational Safety and Health Administration (OSHA) safety awareness updates.					
• Hours of training	4,520	4,850	4,850	4,950	5,000
Conduct surveys and focus groups to obtain customer input and measure customer perception.					
• Number of surveys conducted annually	1	4	4	4	4
• Number of focus groups conducted annually	12	8	8	8	8
Provide educational opportunities for local school children and teachers about the various water supply, water quality, and water conservation issues specific to Tucson.					
• Number of students participating in Tucson Water Education Programs	7,400	N/A	6,500	6,500	6,500
• Number of high school teachers in internship program	20	20	20	20	20
• Number of students attending water education fair (Grades 9-12)	800	400	800	800	800
Key Outcomes					
Obtain overall service satisfaction ratings of “very good” or “excellent” from surveyed customers.					
• Percent of desired ratings received	90%	92%	92%	93%	94%
Save water by reducing user consumption through individualized residential water audits.					
• Number of gallons saved (000s)	16,000	45,000	45,000	45,000	45,000
Receive employee ratings of “above average” or “excellent” on training programs.					
• Percent of desired ratings received	88%	89%	89%	89%	90%

TUCSON WATER

Director's Office (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	31.50	31.50	31.50	33.50	33.50
Financial Resources					
Water Revenue and Operations Fund	\$ 3,741,913	\$ 4,062,080	\$ 4,177,140	\$ 5,258,560	\$ 5,500,200
Miscellaneous Non-Federal Grants	8,070	201,000	150,000	265,000	150,000
Financial Resources Total	\$ 3,749,983	\$ 4,263,080	\$ 4,327,140	\$ 5,523,560	\$ 5,650,200

ZANJERO PROGRAM IMPARTS WATER CONSERVATION TIPS DIRECTLY TO CUSTOMERS

The Tucson Water Department's leadership in water conservation is a nationwide model. Not content with one of the lowest western per capita daily usage of 165 gallons per day (compared to Las Vegas' 325 gallons per day) the department has added innovative customer outreach efforts to its conservation program. The Zanjero Water Audit program has become one of the Tucson Water Department's most popular initiatives. Extensively trained employees visit the homes and businesses of Tucson Water Department customers who use a large amount of water to check fixtures, irrigation systems, and customer water use habits. Customers receive individualized surveys that will help them use water more efficiently, identify problem areas, and provide guidelines to reduce their water use. Some customers may qualify to have low-flow fixtures and other water-saving devices installed in their homes.

BUSINESS SERVICES

MISSION STATEMENT: The Business Services Division promotes service excellence by providing centralized administrative support to the department, the City Manager, the Mayor and Council, and the Citizens' Water Advisory Committee (CWAC). The division provides financial services and analysis related to water rates and revenues, budget development and coordination (operating and capital), management analysis, and information technology systems implementation and support. The division also operates the billing system for customers of Tucson Water, the city's Solid Waste Management Department, and Pima County's Wastewater Management Department. This is accomplished through meter reading, billing activities, and providing timely and effective responses to customer inquiries regarding water bills, payments, meter reading, and water services.

KEY MEASURES OF PERFORMANCE

Key Outputs

Conduct management and financial analysis studies to improve operational efficiency.

• Number of studies conducted	5	14	9	10	12
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Read water meters for billing purposes.

• Number of water meters read annually (000s)	2,358	2,429	2,429	2,489	2,491
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Business Services (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Bill utility service accounts (water, solid waste, and Pima County wastewater).					
• Number of bills issued annually (000s)	2,639	2,846	2,846	2,931	3,019
Initiate or discontinue water service at customers' request.					
• Number of service turn-ons/turn-offs	39,500	41,000	40,500	41,200	42,256
Key Outcomes					
Work with departmental divisions and Mayor and Council to develop a Financial Plan that meets operational and capital requirements, is acceptable to our customers, and maintains or improves the utility's bond ratings.					
• Water Revenue Bond Ratings					
◇ Moody's	Aa3	N/A	Aa3	Aa3	Aa3
◇ Standard and Poor's	A+	N/A	A+	A+	A+
Ensure department computer application systems are available to staff and the Internet Web site available to customers except during scheduled maintenance downtime.					
• Percent of scheduled time department computer systems and Web site are available	88%	99%	95%	99%	99%
Provide timely responses to approximately 250,000 customer telephone calls regarding utility accounts (water, solid waste, and Pima County wastewater).					
• Average number of seconds customers wait to speak to a service representative	15	15	20	15	15
Provide customers with accurate monthly water bills by limiting the number of meter reading errors.					
• Number of errors per 10,000 reads	2	2	2	2	2

RESOURCE SUMMARY

Position Resources	129.00	130.00	130.00	130.00	130.00
Financial Resources					
Water Revenue and Operations Fund	\$ 8,585,940	\$ 8,912,150	\$ 8,912,650	\$ 9,415,020	\$ 9,757,320

WATER OPERATIONS AND MAINTENANCE

MISSION STATEMENT: The Water Operations and Maintenance Division ensures a continuous supply of water that is acceptable to customers in terms of cleanliness, clarity, flow, and pressure through the operation and maintenance of water production, disinfection, and distribution facilities, as well as the installation and maintenance of new water services and meters. The division also provides water system leak detection and mitigation to conserve water resources.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Conduct regular inspections of potable and reclaimed water production wells, reservoirs, and boosters to meet Arizona Department of Environmental Quality requirements.					
• Number of inspections conducted	31,000	34,000	34,000	35,000	36,000
Provide water customers with reliable, high quality water.					
• Number of operational wells	194	211	211	218	225
• Number of new meter and full-service requests completed annually	5,495	6,000	6,000	7,500	8,500
• Number of emergency water outages repaired	722	600	1,500	1,800	2,000
Conduct pump tests at wells to maximize well field efficiency and capacity to ensure delivery of an adequate water supply.					
• Number of pump tests conducted	750	422	422	450	500
• Number of pumps replaced	24	22	22	20	18
Conduct a systematic valve inspection program.					
• Number of valves inspected and tested	20,000	20,000	20,000	20,000	20,000
Conduct bluestake investigations for customers planning to dig anywhere on their property.					
• Number of bluestake investigations	62,000	70,000	70,000	73,000	75,000

Water Operations and Maintenance (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide effective and prompt response to water service or distribution maintenance problems within established timelines.					
• Percent of emergency water outages restored within four to eight hours	98%	98%	98%	98%	98%
Evaluate, repair, and restore to service failed water production facilities (160 electric, 40 natural gas engine facilities).					
• Percent of stations repaired within eight hours	98%	98%	98%	98%	98%
• Percent of operational wells in service during summer peak demand period	95%	95%	95%	95%	95%

RESOURCE SUMMARY

Position Resources	227.50	227.50	224.50	222.50	222.50
Financial Resources					
Water Revenue and Operations Fund	\$ 24,593,248	\$ 21,204,400	\$ 21,204,400	\$ 29,545,770	\$ 31,354,010

PLANNING AND ENGINEERING

MISSION STATEMENT: The Planning and Engineering Division ensures that water production and distribution systems are planned, designed, constructed, and protected in a manner that meets customer needs, and complies with city, state, and federal consumer regulations. The division also provides comprehensive planning to determine future water system needs, to preserve groundwater, and to enhance use of alternative water resources such as reclaimed and Colorado River water.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Plan to meet current and future water service needs including peak water demand during the summer.

• Number of new wells drilled	9	15	8	4	3
• Number of water system improvements incorporated into the computer modeling to enhance water system needs analysis	162	150	150	150	150

Planning and Engineering (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Design or review water production facilities, pipelines, and new water services to ensure current and future water service needs are met.					
• Number of new and modified production/treatment facility projects designed	45	45	45	42	42
• Miles of transmission and distribution mains designed	4	5	5	5	5
• Miles of water mains designed and replaced and miles of cast iron mains rehabilitated	15	5	5	3	3
• Miles of reclaimed water mains designed	3	8	8	7	7
• Number of requests for new water services (meters, hydrants, etc.) processed	5,807	6,000	6,000	6,000	6,000
Ensure that all backflow assemblies are inspected and tested annually to protect the public water system from cross-contamination. Continue to inspect construction projects to ensure contract compliance and conformance to State Of Arizona laws.					
• Number of backflow assembly owners notified that testing is required	11,271	15,500	15,500	15,600	15,700
• Number of backflow code compliance inspections	4,035	7,000	6,500	6,600	6,700
• Number of construction projects inspected for specification compliance	128	200	175	175	175
Enhance the water delivery system to meet customers' needs for water pressure and supply.					
• Number of new wells equipped	13	14	12	9	4
• Number of booster and pressure relief valve stations installed	10	15	15	12	12
• Number of reservoirs and storage tanks constructed	5	5	4	4	4
• Miles of transmission and distribution water mains installed	4	15	4	4	4

Planning and Engineering (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Ensure system infrastructure records are accurate and accessible to the public, developers, designers, and other agencies.					
• Number of responses to requests for water system information	29,860	30,000	30,000	30,500	31,500
• Percentage of requests responded to within one day	100%	100%	100%	100%	100%
Ensure system modification projects submitted for review are processed within established time lines.					
• Number of system modification plans reviewed	497	550	550	575	600
• Percentage of system modification plans reviewed within 14 days	45%	100%	75%	80%	85%
Ensure the safety of the water system, and complete improvements within established timelines.					
• Percent of new development plans reviewed within ten days of submittal	85%	90%	90%	90%	90%
• Percent of facility projects designed within 15 working days of adopted schedule	100%	90%	90%	90%	90%
• Percent of main projects designed within 15 working days of adopted schedule	80%	90%	85%	85%	85%

RESOURCE SUMMARY

Position Resources	142.00	142.00	147.00	147.00	147.00
Financial Resources					
Water Revenue and Operations Fund	\$ 5,286,835	\$ 5,778,810	\$ 6,025,690	\$ 6,151,660	\$ 6,217,100

WATER QUALITY MANAGEMENT

MISSION STATEMENT: The Water Quality Management Division provides water sampling, analyses, and treatment to ensure that the highest quality water is available to our customers. The division operates the Roger Road Reclaimed Water Plant, Sweetwater Wetlands, Tucson Airport Remediation Project Water Treatment Plant, the Hayden-Udall Water Treatment Plant, and the Clearwater Renewable Resource Facility. In addition, the division maintains regulatory compliance with all state, county, and federal agencies as well as provides analytical support to the City of Tucson through its state-of-the-art laboratory facilities.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Conduct water quality monitoring and reporting programs to ensure the highest quality water is being delivered and to ensure compliance with regulatory requirements.					
• Number of samples analyzed by contract laboratories	2600	2,946	2,946	2,000	2,100
• Number of samples analyzed in-house	25,978	17,035	17,035	12,000	13,000
• Number of compliance samples collected	7,066	5,582	5,582	5,582	5,600
• Number of discretionary samples collected	18,912	13,976	13,976	14,000	14,250
Respond to customer requests for information.					
• Number of customer requests	250	250	250	260	270
• Number of monthly water quality reports published in the newspaper and on the Web page	120	165	165	140	150
Respond to regulatory requirements by gathering information and preparing and submitting reports within established deadlines.					
• Number of regulatory reports required	5,200	4,200	4,200	3,200	5,200
• Number of public notices issued resulting from regulatory violations	1	-0-	-0-	-0-	-0-

Water Quality Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Ensure public confidence in water quality by meeting or exceeding federal, state, and local water regulatory standards.					
• Percent of water samples collected which meet regulatory requirements	100%	100%	100%	100%	100%
• Percent of customer requests for water data completed within two weeks of receipt	98%	99%	99%	99%	99%
• Percent of regulatory reports generated by reporting deadlines	99.7%	100%	100%	100%	100%
• Percent of regulatory reports requiring resubmittal to Arizona Department of Environmental Quality	3%	2%	2%	2%	2%
• Percent of contract lab samples turned around in less than six weeks	80%	90%	90%	90%	90%
• Percent of in-house lab samples turned around in less than six weeks	90%	89%	89%	90%	90%
Maintain the Tucson Airport Remediation Project (TARP) in service.					
• Percent of time in service	90%	90%	90%	90%	90%
Maintain the Roger Road Reclaimed Water Plant in service.					
• Percent of time in service	90%	100%	90%	90%	90%
Ensure Treatment Plant operations meet all water quality standards.					
• Percent of standards met	100%	N/A	100%	100%	100%
Conduct pilot test programs relating to water treatment processes.					
• Percent of milestones met on schedule	100%	100%	100%	100%	100%
Operate plant chemical feed systems to treat water from the Clearwater facility to meet regulatory standards					
• Percent of standard met	100%	N/A	100%	100%	100%
Increase usage of reclaimed water as a percentage of total water consumption.	7.5%	N/A	8.0%	5.0%	6.0%
Operate the TARP facility to produce 7.5% of the potable water supply for Tucson Water customers.	7.5%	6.5%	7.5%	7.5%	7.5%

Water Quality Management (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	59.00	59.00	57.00	57.00	57.00
Financial Resources					
Water Revenue and Operations Fund	\$ 13,428,125	\$ 12,995,520	\$ 12,981,220	\$ 8,057,220	\$ 8,221,000
Miscellaneous Non-Federal Grants	-0-	250,000	250,000	100,000	100,000
Financial Resources Total	\$ 13,428,125	\$ 13,245,520	\$ 13,231,220	\$ 8,157,220	\$ 8,321,000

USE OF RECLAIMED WATER SAVES DRINKING WATER

Tucson Water is one of the nation's pioneers in the study and use of reclaimed water. Its reclaimed water facilities near Prince Road and Interstate 10 have been producing reclaimed water by filtering and disinfecting treated wastewater for more than 16 years. Reclaimed water is distributed through an 85-mile network of transmission mains to a variety of customers who use the water to irrigate turf and other landscaping, thus eliminating their use of groundwater for irrigation. Today, more than 260 sites are using reclaimed water, including 4 City of Tucson golf courses, 9 private golf courses, 25 city parks, 31 schools, and nearly 100 single-family homes.

OTHER BUDGETARY REQUIREMENTS

Other Budgetary Requirements is an organization that provides budget capacity for various expenses not associated with specific programs within Tucson Water, including General Expense, Administrative Service Charges, Private Water Company Contract Payments, Debt Service: Water Revenue Bonds, and Central Arizona Project capital repayment.

DESCRIPTION

Other Budgetary Requirements includes the following expenses:

General Expense

Various expenses that benefit the entire department and that are not directly associated with any one operating program or with the direct cost of supplying water to customers. Expenses in this area include:

- Sales taxes on water, paid by customers in their water bill, which Tucson Water passes through to the taxing authority (city or state)
- Building management services for the Water Administration Building
- Utilities for the Water Administration Building
- Other miscellaneous expenses

Administrative Service Charges

The amount transferred to the General Fund from Tucson Water for support services (direct and indirect) received from other city departments (Procurement, Environmental Management, Information Technology, Budget and Research, etc.).

Other Budgetary Requirements (Continued)**Private Water Company Contract Payments**

Debt service on private water company acquisitions.

Debt Service: Water Revenue Bonds

The principal, interest, and fiscal agent fees on the utility's bonded debt.

Central Arizona Project: Capital Charges

The required payment to Central Arizona Water Conservation District (CAWCD) for Central Arizona Project infrastructure.

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Financial Resources					
Water Revenue and Operations Fund	\$ 23,912,326	\$ 45,743,790	\$ 44,928,790	\$ 44,516,770	\$ 48,047,370

WATER DEPARTMENT FLOW OF FUNDS PER ORDINANCE NO. 6347

	<u>AMOUNT</u>	
REVENUES FOR OPERATIONS AND DEBT SERVICE		
Sale of Potable Water	\$ 94,256,000	
Sale of Reclaimed Water	5,044,000	
Central Arizona Project (CAP) Reserve Fund Revenues	946,000	
Connection Fees	3,123,000	
Plan Review/Inspection Fees	845,000	
Sales Tax	7,123,000	
Operating Fund Interest Earnings	1,008,000	
Miscellaneous Revenue	1,741,000	
Pima County Sewer/Solid Waste Billing Services	1,448,000	
Tucson Airport Remediation Project Reimbursement	777,000	
Area Development Fees	<u>1,004,000</u>	
Total Revenues for Operations and Debt Service		\$ 117,315,000
OTHER SOURCES		
Use of Metropolitan Water Company Reserve Account	370,000	
Miscellaneous Operating Grants	365,000	
Central Arizona Project (CAP) Reserve Fund Interest	<u>10,000</u>	
Total Other Sources		<u>745,000</u>
Total Revenues and Other Sources		\$ 118,060,000
Less Transfers to Working Capital		<u>(781,000)</u>
Total Budgeted Revenues and Other Sources		<u>\$ 117,279,000</u>
OPERATIONS AND MAINTENANCE EXPENSE		
Director's Office (excluding grants)	5,258,560	
Business Services	9,415,020	
Water Operations (excluding CAP water purchases and power)	16,159,590	
Water Quality Management (excluding power and grants)	6,737,220	
Planning and Engineering	6,151,660	
CAP Water (capital and commodity charges)	9,155,000	
Power	11,640,580	
General Expense (excluding CAP capital/commodity charges)	9,402,770	
Capitalized Operations and Maintenance Expense	<u>(5,000,000)</u>	
Total Operations and Maintenance Expense		\$ 68,920,400

WATER DEPARTMENT FLOW OF FUNDS PER ORDINANCE NO. 6347

AMOUNT

DEBT SERVICE ON WATER REVENUE BONDS

Interest	\$ 17,706,750	
Principal	8,325,250	
Fiscal Fees	<u>60,000</u>	
Total Debt Service on Water Revenue Bonds		\$ 26,092,000

OTHER USES

Capital Outlay		
Improvements from Revenues and Other Sources	8,959,000	
Capitalized Operations and Maintenance Expense	5,000,000	
Improvements from Central Arizona Project Reserve Fund	<u>10,000</u>	
Total Capital Outlay		13,969,000
Private Water Company Contract Payments	410,220	
Miscellaneous Grants	365,000	
Administrative Service Charge (Direct and Indirect Charges)*	7,192,380	
Purchase of new CAP allocation (prior capital costs)	<u>330,000</u>	
Total Other Uses		<u>8,297,600</u>
Total Expenses, Debt Service, and Other Uses		<u><u>\$ 117,279,000</u></u>

Debt Service Coverage

Total Revenues for Operations and Debt Service	\$117,315,000	
Less Total Operating and Maintenance Expense	<u>(68,920,400)</u>	
Net Revenues after Operations		<u><u>\$ 48,394,600</u></u>
Total Debt Service on Water Revenue Bonds (excluding fiscal fees)		\$ 26,032,000
Debt Service Coverage		186%

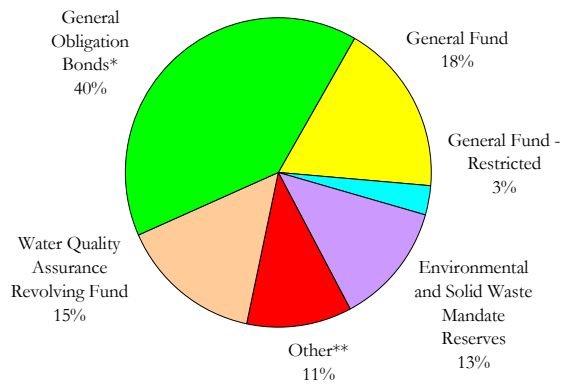
Ordinance No. 6347 requires the utility to maintain rates at a level resulting in annual net revenues available after operations of at least 120% of the annual total bond debt service (excluding fiscal fees). An additional ordinance covenant requires the utility to make deposits to a reserve fund should such coverage fall below 175%. In response to the ordinance requirements and to achieve lower interest rates on bonds, Mayor and Council have established an annual debt service coverage policy of 175%.

*This includes \$4,504,370 of indirect administrative charges and \$2,688,010 of direct support costs from other city departments.

ENVIRONMENTAL MANAGEMENT

OPERATING:	\$ 2,470,260
CAPITAL:	<u>8,229,800</u>
TOTAL:	<u>\$ 10,700,060</u>
POSITION TOTAL:	15.00

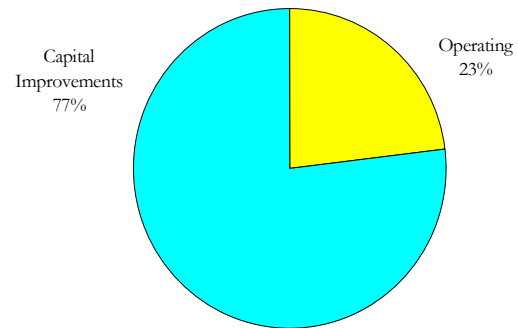
FINANCING PLAN



*Includes 1994 General Obligation Bonds (5%) and 2000 General Obligation Bonds (35%)

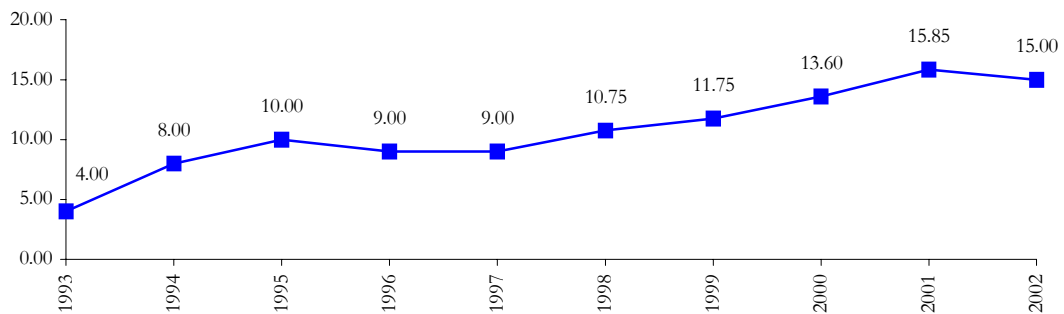
**Includes Capital Agreements (9%) and Miscellaneous Federal Grants (2%)

PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



ENVIRONMENTAL MANAGEMENT

MISSION STATEMENT: Environmental Management restores and protects the environment for future generations.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over Environmental Management.

SUPPORT FOR LIVABLE TUCSON GOALS



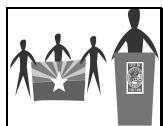
Goal: Clean Air and Quality Water

Environmental Management (EM) monitors water quality at approximately 230 wells and other city facilities to ensure compliance with local, state, and federal regulations. EM manages investigation and remediation projects at city sites where contamination may exist. Partnerships with Arizona Department of Environmental Quality, Pima County Department of Environmental Quality, and other government agencies promote protective initiatives such as federal and state superfund programs, wastewater programs, and air quality programs. EM performs environmental site assessments for all city real property acquisitions and Brownfields sites that are considered to have either real or perceived environmental contamination. Environmental Management uses a Web-based electronic system to assist city departments with environmental compliance, permitting, and reporting requirements.



Goal: Respected Historic and Cultural Resources

Environmental Management is working to reclaim closed landfills in the downtown area to allow for development of the Rio Nuevo Project. Innovative restoration techniques will be used to allow archaeologists to reconstruct historical sites such as the Mission San Augustin.



Goal: Engaged Community and Responsive Government

Environmental Management encourages community involvement and participation in its landfill and remediation projects. Environmental Management staff serve on the Governor's State Superfund Board, community advisory boards and committees for capital projects such as the Broadway-Pantano Remediation Site, Price Service Center, and the Rio Nuevo Project. Environmental Management seeks out opportunities to address neighborhood leaders and associations and successfully brings community interests into the process for assessing remediation alternatives.



Goal: Infill and Reinvestment, Not Urban Sprawl

Environmental Management's Brownfields Program encourages the redevelopment of underutilized industrial and commercial sites within city limits. Potential environmental concerns are assessed while business owners and landowners are assisted in obtaining federal incentives for clean up of these sites.



Goal: Excellent Public Education

Environmental Management promotes environmental awareness to school age youth through programs that engage children. These activities include Kids News, Re-Used Materials Becoming Art (RUMBA), community participation events, presentations at schools, and Parks and Recreation Department after-school programs. Environmental Management partners with the University of Arizona and Pima Community College to provide internships in the areas of hydrology, engineering, and environmental information systems.

ENVIRONMENTAL MANAGEMENT**OFFICE RESOURCES**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Environmental Management	15.00	15.00	15.00	15.00	15.00
Permanent Total	15.00	15.00	15.00	15.00	15.00
NON-PERMANENT					
Environmental Management	0.85	-0-	-0-	-0-	-0-
Non-Permanent Total	0.85	-0-	-0-	-0-	-0-
Total	15.85	15.00	15.00	15.00	15.00

FINANCIAL SUMMARY

Environmental Management	\$ 1,607,998	\$ 2,323,780	\$ 2,163,280	\$ 2,470,260	\$ 2,408,370
Operating Total	1,607,998	2,323,780	2,163,280	2,470,260	2,408,370
Capital Improvements	3,004,680	8,306,400	6,098,350	8,229,800	4,154,000
Total	\$ 4,612,678	\$ 10,630,180	\$ 8,261,630	\$ 10,700,060	\$ 6,562,370

CHARACTER OF EXPENDITURES

Personal Services	\$ 841,197	\$ 896,300	\$ 885,880	\$ 1,020,850	\$ 1,068,290
Services	817,717	1,447,780	1,447,780	1,439,190	1,543,700
Commodities	48,221	30,790	32,540	46,770	42,770
Equipment	60,563	-0-	-0-	-0-	-0-
Other	-0-	(19,000)	-0-	-0-	-0-
Inter-Activity Transfers	(159,700)	(32,090)	(202,920)	(36,550)	(246,390)
Operating Total	1,607,998	2,323,780	2,163,280	2,470,260	2,408,370
Capital Improvements	3,004,680	8,306,400	6,098,350	8,229,800	4,154,000
Total	\$ 4,612,678	\$ 10,630,180	\$ 8,261,630	\$ 10,700,060	\$ 6,562,370

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
General Fund	\$ 1,451,000	\$ 2,114,610	\$ 1,954,110	\$ 1,950,260	\$ 2,088,370
General Fund - Restricted	-0-	170,830	170,830	320,000	320,000
Miscellaneous Federal Grants	156,998	38,340	38,340	200,000	-0-
Operating Funds Total	\$ 1,607,998	\$ 2,323,780	\$ 2,163,280	\$ 2,470,260	\$ 2,408,370
CAPITAL FUNDS					
Environmental and Solid Waste Mandate Reserves	\$ 128,690	\$ 1,404,800	\$ 508,140	\$ 1,390,000	\$ 1,310,000
Capital Agreements Fund	-0-	1,000,000	-0-	1,000,000	-0-
Water Quality Assurance Revolving Fund	-0-	3,100,000	1,500,000	1,600,000	-0-
1994 General Obligation Bonds	2,731,700	1,431,600	1,959,300	505,000	99,000
2000 General Obligation Bonds	144,290	1,370,000	2,130,910	3,734,800	2,745,000
Capital Funds Total	\$ 3,004,680	\$ 8,306,400	\$ 6,098,350	\$ 8,229,800	\$ 4,154,000
Total	\$ 4,612,678	\$ 10,630,180	\$ 8,261,630	\$ 10,700,060	\$ 6,562,370

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,470,260 reflects an increase of \$146,480 from the Fiscal Year 2002 Adopted Budget. This includes increases in personal services costs and federal grant capacity for the Brownfields Program.

The capital budget includes a decrease in funding of \$76,600 for a Fiscal Year 2003 budget of \$8,229,800, primarily consisting of city bond and state funds due to completion of projects.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,408,370 includes a decrease of \$61,890 from Fiscal Year 2003. Federal grant capacity reduction has been offset by an increase in operating and maintenance funds for completed capital projects.

The capital budget is decreased \$4,075,800 for a Fiscal Year 2004 budget of \$4,154,000 based on completion of projects with city bond and state funding.

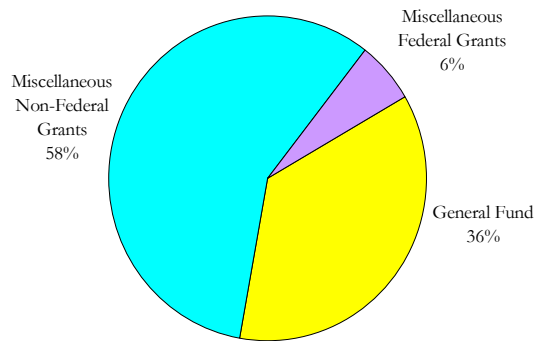
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Evaluate city facilities to improve environmental compliance and pollution prevention measures.					
• Facilities inspected	10	50	100	150	160
Monitor groundwater quality at city landfills to ensure compliance with regulatory standards.					
• Monitoring events per year	540	660	620	660	680
Complete environmental site assessments as requested by city departments.					
• Research assessments	45	30	25	30	30
• Sampling assessments	10	20	15	20	22
• Cleanup assessments	7	5	5	5	5
Provide environmental education and public outreach to the community.					
• Presentations and public meetings	20	56	80	90	90
Key Outcomes					
Utilize an electronic compliance system to ensure local permit conditions are met.					
• Percent of programs in compliance	100%	100%	100%	100%	100%
• Violations received	-0-	-0-	-0-	-0-	-0-
Promote a safe and clean environment by removing contaminants from the soil and groundwater.					
• Pounds of perchloroethylene (PCE) removed	N/A	N/A	1,100	700	450

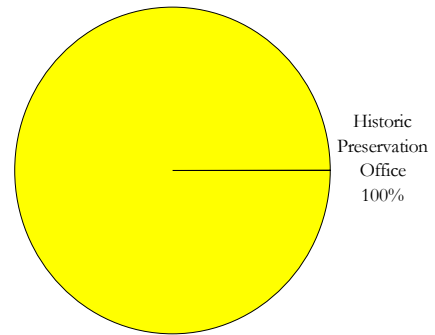
HISTORIC PRESERVATION OFFICE

OPERATING: \$ 360,770
POSITION TOTAL: 2.00

FINANCING PLAN

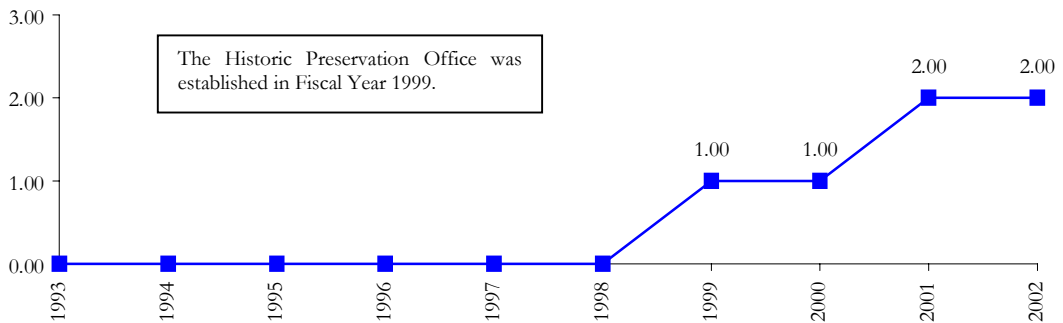


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



HISTORIC PRESERVATION OFFICE

MISSION STATEMENT: To provide information and technical assistance to city staff, elected officials, preservation organizations, property owners, and the general public about the protection and enhancement of Tucson's varied and significant cultural resources. Other activities include grant writing and administration; program and policy development; and collaboration with community organizations, educational institutions, and city departments to increase awareness about and protection of cultural resources.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Historic Preservation Office.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Infill and Reinvestment, Not Urban Sprawl

The Historic Preservation Office writes and administers grants for exterior repairs to historic homes, provides information on appropriate materials and repair techniques for property owners, assists neighborhoods in achieving a listing on the National Register of Historic Places, disseminates information regarding tax incentives for owning or rehabilitating historic properties, and develops and implements policies that protect cultural resources located in the urban area.



Goal: People-Oriented Neighborhoods

The Historic Preservation Office works with historic neighborhoods to preserve pedestrian-oriented elements that contribute to the historic character of these areas. Programs include writing and administering grants for exterior repairs to historic homes and reviewing federally-funded projects for their impact on historic neighborhoods.



Goal: Respected Historic and Cultural Resources

The Historic Preservation Office serves as the point-of-contact for the public regarding historic preservation issues and information and provides policy direction for city activities taking place in historic neighborhoods or areas of archaeological sensitivity. Activities include informing and educating a variety of audiences about historic preservation in Tucson, reviewing city projects for compliance with federal and state regulations, developing and administering cultural resource protection policies and programs, obtaining funding for preservation projects, facilitating the listing of historic resources on the National Register of Historic Places, and working with non-profit groups and developers to interpret Tucson's history through new museums or attractions, programs, or activities.



Goal: Successful Downtown

The Historic Preservation Office assists property owners in obtaining funding and completing appropriate improvements to downtown historic buildings; works with non-profit groups and developers wishing to interpret Tucson's history; collaborates with city departments whose projects affect downtown historic resources; works on increasing the supply of downtown housing; and provides staff support to the Rio Nuevo Project.

HISTORIC PRESERVATION OFFICE

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Historic Preservation Office	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00

FINANCIAL SUMMARY

Historic Preservation Office	\$ 288,082	\$ 437,950	\$ 320,340	\$ 360,770	\$ 344,410
Total	\$ 288,082	\$ 437,950	\$ 320,340	\$ 360,770	\$ 344,410

CHARACTER OF EXPENDITURES

Personal Services	\$ 102,688	\$ 122,310	\$ 121,200	\$ 128,620	\$ 134,810
Services	177,444	163,490	194,990	96,720	74,720
Commodities	2,562	4,150	4,150	3,650	3,650
Equipment	5,388	-0-	-0-	-0-	-0-
Other	-0-	(2,000)	-0-	-0-	-0-
Inter-Activity Transfers	-0-	150,000	-0-	131,780	131,230
Total	\$ 288,082	\$ 437,950	\$ 320,340	\$ 360,770	\$ 344,410

SOURCE OF FUNDS

General Fund	\$ 148,760	\$ 156,350	\$ 155,240	\$ 130,770	\$ 134,410
Miscellaneous Non-Federal Grants	131,802	271,600	145,100	210,000	210,000
Miscellaneous Federal Grants	7,520	10,000	20,000	20,000	-0-
Total	\$ 288,082	\$ 437,950	\$ 320,340	\$ 360,770	\$ 344,410

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$360,770 reflects a decrease of \$77,180 from the Fiscal Year 2002 Adopted Budget. This decrease is primarily due to reductions in grant capacity and matching funds. Personnel cost increases have been included.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$344,410 includes a decrease of \$16,360 from Fiscal Year 2003 primarily due to grant capacity reductions. Personnel cost increases have been included.

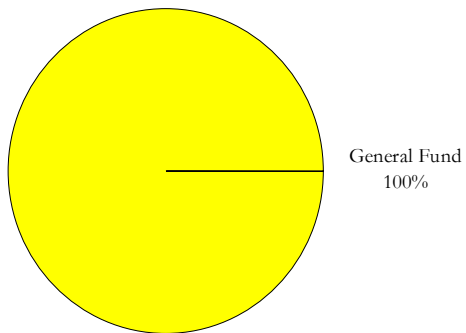
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Inform and educate residents of historic neighborhoods, the general public, business and civic groups, elected officials, and city departments about historic preservation in Tucson.					
• Number of presentations, articles, videos, and brochures	12	12	12	12	12
Conduct historic resource surveys in neighborhoods that appear to be eligible for listing on the National Register of Historic Places.	3	2	2	2	2
Review city projects for compliance with state and federal historic preservation regulations and requirements.	120	160	220	240	240
Manage the city's on-call contract for archaeology/historic preservation services that assess the impact of city construction projects on cultural resources.					
• Number of major projects reviewed	10	10	10	5	5
Provide technical assistance to developers, property owners, and non-profit organizations with the rehabilitation and reuse of historic properties.					
• Number of groups assisted	10	10	10	5	5
Key Outcomes					
Preserve significant cultural resources by listing historic districts on the National Register of Historic Places and by developing other means of protecting cultural resources.					
• Number of new historic districts	2	2	2	2	2
• Cultural resource protection policies or programs developed and implemented	1	2	2	2	2
Maintain the percentage of training program participants who report that their knowledge of historic preservation principles and regulations is "good" or "excellent" following training.	75%	75%	75%	75%	75%

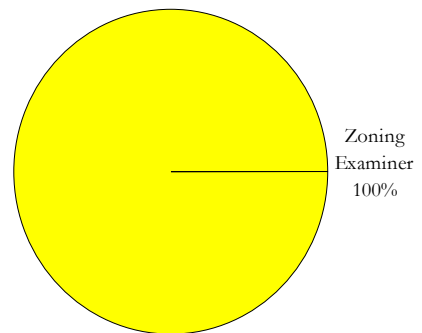
ZONING EXAMINER

OPERATING: \$ 157,730
POSITION TOTAL: 2.00

FINANCING PLAN

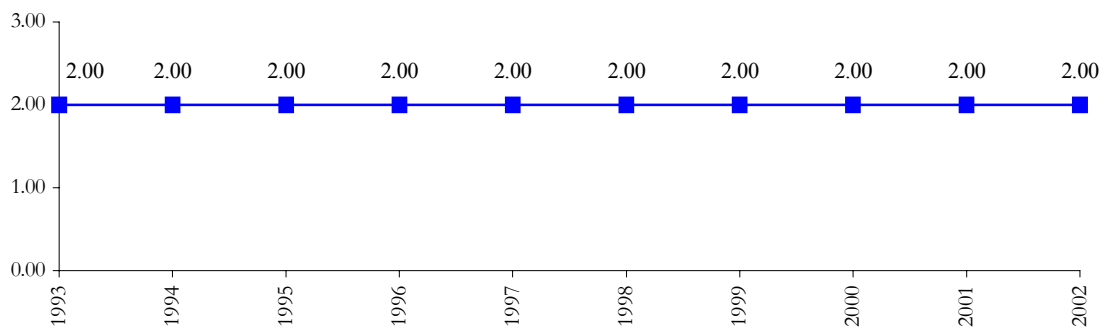


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions

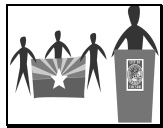


ZONING EXAMINER

MISSION STATEMENT: To provide independent and professional review and analysis of zoning and land use changes, and stolen property dispositions. The Zoning Examiner, a quasi-judicial officer, holds code-mandated public hearings on behalf of the Mayor and Council to obtain citizen input, conducts analysis of zoning and land use issues, renders decisions, and makes recommendations to the Mayor and Council. The purpose of these efforts is to provide for orderly, efficient, and quality land development.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Zoning Examiner.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Zoning Examiner provides a forum for public hearings that foster citizen expression and involvement in development and land uses issues. Citizen input is considered in decisions and recommendations to the Mayor and Council.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
PERMANENT					
Zoning Examiner	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00

FINANCIAL SUMMARY

Zoning Examiner	\$ 142,880	\$ 149,940	\$ 149,440	\$ 157,730	\$ 165,070
Total	\$ 142,880	\$ 149,940	\$ 149,440	\$ 157,730	\$ 165,070

CHARACTER OF EXPENDITURES

Personal Services	\$ 138,377	\$ 143,640	\$ 143,640	\$ 149,970	\$ 157,310
Services	3,222	4,950	4,010	5,410	5,410
Commodities	1,281	2,350	1,790	2,350	2,350
Other	-0-	(1,000)	-0-	-0-	-0-
Total	\$ 142,880	\$ 149,940	\$ 149,440	\$ 157,730	\$ 165,070

SOURCE OF FUNDS

General Fund	\$ 142,880	\$ 149,940	\$ 149,440	\$ 157,730	\$ 165,070
Total	\$ 142,880	\$ 149,940	\$ 149,440	\$ 157,730	\$ 165,070

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$157,730 reflects an increase of \$7,790 from the Fiscal Year 2002 Adopted Budget primarily due to personal services cost increases.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$165,070 includes an increase of \$7,340 from Fiscal Year 2003 primarily due to personal services cost increases.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Hold public hearings, render decisions, and make recommendations to the Mayor and Council related to zoning and land use, and stolen property disposition.					
• Number of rezoning cases	37	34	38	40	44
• Number of zoning appeal cases	-0-	2	2	2	2
• Number of special exception land use cases	13	14	16	18	20
• Number of stolen property disposition cases	40	22	12	26	28
Key Outcomes					
Hold timely, orderly, fair, and impartial hearings, obtain citizen input for inclusion in the decision making process, and issue decisions and recommendations that are professional, independent, and based on findings of fact.					
• Number of hearings	90	72	68	86	94

Strategic Initiatives

TRANSPORTATION



DOWNTOWN



GROWTH

ECONOMIC DEVELOPMENT



GOOD GOVERNMENT

NEIGHBORHOODS



TUCSON CONVENTION CENTER

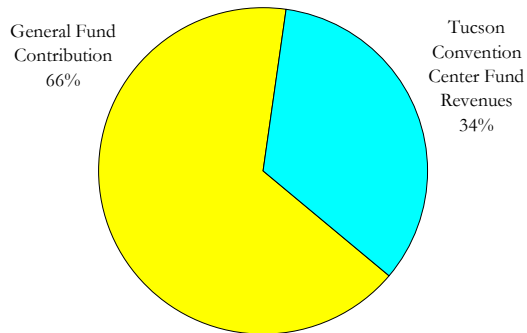
OPERATING: \$ 11,525,290
 CAPITAL: 70,000
 TOTAL: \$ 11,595,290
 POSITION TOTAL: 60.00

ADMINISTRATION

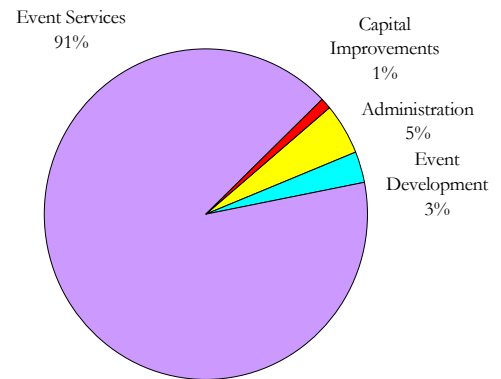
EVENT DEVELOPMENT

EVENT SERVICES

FINANCING PLAN

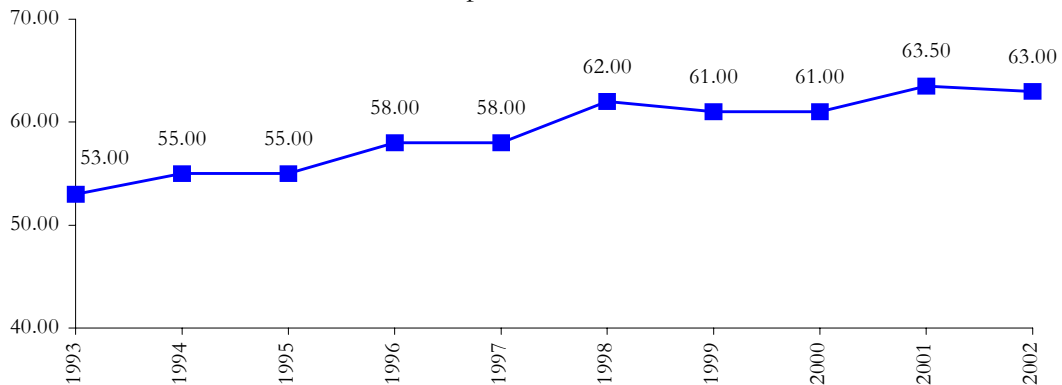


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



TUCSON CONVENTION CENTER

MISSION STATEMENT: To be a top ten facility by providing outstanding convention and community facilities and services; positively impacting the downtown and metropolitan economies; and providing clean, attractive, accessible, and well-managed venues to our citizens and our out-of-town guests.

OVERVIEW

The Tucson Convention Center (TCC) is a multi-purpose complex on a 27-acre campus in downtown Tucson that hosts the largest conventions and trade shows, and finest entertainment in the city. The TCC offers a total of 205,000 square feet of meeting space including eight meeting rooms with capacities of 50 to 1,000 people per room. The 22,500 square foot Grand Ballroom can be divided into three soundproof rooms and accommodates up to 2,000 guests. The Arena, adjacent to the exhibition space, offers seating for up to 9,700. A courtyard provides space for outdoor activity and leads to the adjacent Music Hall and Leo Rich Theatre, home for many local arts groups. As a prime component of the Rio Nuevo Project, TCC facilities play a vital role in the redevelopment of the downtown area. This will include new Box Office construction at the TCC.

TCC staff provides professional support for public and private assemblies, which favorably impact the local economy, and appeal to diverse segments of the community. These events include conventions, performing arts, shows, sporting events, trade shows, banquets, meetings, and special events.

During Fiscal Year 2002, the Tucson Convention Center was reorganized into Administration, Event Development, and Event Services. Parking and Box Office functions were transferred from Administration to Event Services, which was formerly Facilities and Operations. Sales and marketing was renamed Event Development.

DEPARTMENT HIGHLIGHTS

The Tucson Convention Center hosts conventions and meetings that provide major economic impacts to our city. The Waste Management Symposium, National Association for Interpretation, and the Lions Club Leadership Conference (largest in TCC history) are examples of the many successful conferences. Local public events range from major touring concerts and family shows such as Walt Disney on Ice and the Ringling Brothers Barnum and Bailey Circus. TCC facilities are home to the Tucson Symphony Orchestra, Arizona Opera, Gem and Mineral Show, Mariachi Festival, and Southern Arizona Home Builders Association Home Shows, and are a gathering and meeting place for many of our local residents.

The Tucson Convention Center uses construction projects and equipment replacement programs to install modern accommodations, improve patron comfort and accessibility for the disabled, to make the facilities competitive.

Additional customer service improvements include the selection of an effective ticketing provider, and improvements to the security, ushering, and stage labor areas. The service standards of TCC staff and contractors commit the TCC to providing a higher level of quality service to all user groups.

The Tucson Convention Center has committed to work closely with the Tucson-Mexico Trade Office to assist in the solicitation and marketing efforts towards our Mexican neighbors. A closer relationship with the Metropolitan Tucson Convention and Visitors Bureau will feature a joint program for marketing to, and soliciting regional and national convention business and advertising opportunities.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Respected Historic and Cultural Resources

The Tucson Convention Center is at the heart of the downtown Rio Nuevo Project, and therefore must increase its input into the program. The TCC Commission's Vision 2020 Committee has implemented a community-based multi-cultural project to highlight Tucson's richly diverse culture in the "Tapestry of Tucson Program". It has developed interpretive exhibit elements that celebrate the heritage, history, and the culture of our local community groups. This program continues to progress, and exhibits will be installed at various locations at the Convention Center as part of the Rio Nuevo process.



Goal: Strong Local Businesses

The Tucson Convention Center seeks out and encourages events that promote job growth and new retail business development. Each year promotional activities are implemented to consistently increase the number of events that impact the local economy, such as the Mariachi Festival, Waste Management Symposium, Gem and Mineral Show, and home shows. TCC staff continues to increase its networking with local and national businesses.



Goal: Successful Downtown

The Tucson Convention Center is a major contributor to the economic health of the downtown area, and is a vital component to the success of the Rio Nuevo Project. Over 500 events are held at its various facilities each year attracting over one million people to the downtown area. These events range from small community meetings to large national and international conventions, concerts, and trade shows. These events create a positive impact on the downtown hotel, restaurant, and retail industries, as well as on city and state sales tax receipts.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration*	8.50	8.50	8.50	8.50	8.50
Event Development*	6.00	6.00	6.00	2.00	2.00
Event Services*	35.50	35.50	35.50	35.50	35.50
Permanent Total	50.00	50.00	50.00	46.00	46.00
NON-PERMANENT					
Event Services	13.00	13.00	13.00	14.00	14.00
Non-Permanent Total	13.00	13.00	13.00	14.00	14.00
Department Total	63.00	63.00	63.00	60.00	60.00

*During Fiscal Year 2002 the department was reorganized. Actual Fiscal Year 2001 and adopted Fiscal Year 2002 data has been revised consistent with the reorganization which included the transfer of Box Office and Parking functions from Administration to Event Services. Event Development was formerly titled Sales and Marketing and Event Services was formerly titled Facilities and Operations.

TUCSON CONVENTION CENTER

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Administration*	\$ 576,210	\$ 595,800	\$ 643,580	\$ 655,710	\$ 683,560
Event Development*	369,303	499,040	425,350	329,270	306,890
Event Services*	4,942,444	5,869,690	5,173,140	10,540,310	10,537,780
Operating Total	5,887,957	6,964,530	6,242,070	11,525,290	11,528,230
Capital Improvements	-0-	-0-	-0-	70,000	-0-
Department Total	\$ 5,887,957	\$ 6,964,530	\$ 6,242,070	\$ 11,595,290	\$ 11,528,230

CHARACTER OF EXPENDITURES

Personal Services	\$ 2,438,691	\$ 2,800,070	\$ 2,688,180	\$ 2,911,920	\$ 3,020,720
Services	2,928,468	2,909,660	2,801,320	7,550,650	7,444,410
Commodities	154,613	306,800	215,570	262,720	263,100
Equipment	366,185	1,007,000	537,000	800,000	800,000
Other	-0-	(59,000)	-0-	-0-	-0-
Operating Total	5,887,957	6,964,530	6,242,070	11,525,290	11,528,230
Capital Improvements	-0-	-0-	-0-	70,000	-0-
Department Total	\$ 5,887,957	\$ 6,964,530	\$ 6,242,070	\$ 11,595,290	\$ 11,528,230

SOURCE OF FUNDS

OPERATING FUNDS					
General Fund Contribution	\$ 3,039,297	\$ 3,151,530	\$ 3,432,160	\$ 7,595,770	\$ 7,477,530
Tucson Convention Center Fund Revenues	2,848,660	3,813,000	2,809,910	3,929,520	4,050,700
Operating Funds Total	\$ 5,887,957	\$ 6,964,530	\$ 6,242,070	\$ 11,525,290	\$ 11,528,230
CAPITAL FUNDS					
Tucson Convention Center Fund Revenues	\$ -0-	\$ -0-	\$ -0-	\$ 70,000	\$ -0-
Capital Funds Total	\$ -0-	\$ -0-	\$ -0-	\$ 70,000	\$ -0-
Department Total	\$ 5,887,957	\$ 6,964,530	\$ 6,242,070	\$ 11,595,290	\$ 11,528,230

*During Fiscal Year 2002 the department was reorganized. Actual Fiscal Year 2001 and adopted Fiscal Year 2002 data has been revised consistent with the reorganization which included the transfer of Box Office and Parking functions from Administration to Event Services. Event Development was formerly titled Sales and Marketing and Event Services was formerly titled Facilities and Operations.

TUCSON CONVENTION CENTER

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$11,595,290 reflects an increase of \$4,560,760 from the Fiscal Year 2002 Adopted Budget. This increase resulted from the transfer of rent payments of \$4,908,840 from the Debt Service budget due to the sale of the Tucson Convention Center to Rio Nuevo. Aside from this, there were savings of \$348,080, including the reduction of three positions. Although these savings will not impact customers in the short run, the quality of the TCC will be affected in the future. The significant changes to expenditures are as follows:

- ◆ Improvements to operations will save \$135,000 in contract security and cleaning.
- ◆ Building maintenance and equipment replacement will be deferred.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

A capital budget of \$70,000 has been added for design of a new box office which will be constructed by the Rio Nuevo Multipurpose Facilities District.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$11,528,230 includes a decrease of \$67,060 from Fiscal Year 2003, with no additional position reductions. Funding increases for annual merits, pay adjustments, and other personnel costs are partly offset by continued savings in maintenance, cleaning, and security.

ADMINISTRATION

MISSION STATEMENT: The Administration Division promotes the highest level of customer service by planning and coordinating all operational functions; providing analytical, technical, and fiscal support; and maintaining accurate accounting and efficient personnel programs.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide the community with entertainment, leisure activities, and cultural and social benefits.					
• Number of event days booked	2,960	3,500	3,000	3,000	3,300
• Percent of available days Tucson Convention Center is utilized	32%	53%	33%	33%	36%
Provide Tucson Convention Center staff with customer service training sessions/ classes.	8	10	10	6	6
Provide support for Tucson Convention Center Commission public meetings.	10	12	10	12	12

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide effective administrative support services to maximize revenues from events and customer satisfaction.					
• Revenue generated from events (\$000s)	\$ 2,848	N/A	\$ 2,810	\$ 3,930	\$ 4,051
• Percent of customers satisfied with overall services	99%	96%	96%	98%	99%

RESOURCE SUMMARY

Position Resources*	8.50	8.50	8.50	8.50	8.50
Financial Resources*					
General Fund Contribution	\$ 276,210	\$ 195,800	\$ 343,580	\$ 255,710	\$ 283,560
Tucson Convention Center Fund Revenues	300,000	400,000	300,000	400,000	400,000
Financial Resources Total	\$ 576,210	\$ 595,800	\$ 643,580	\$ 655,710	\$ 683,560

*During Fiscal Year 2002 the department was reorganized. Actual Fiscal Year 2001 and adopted Fiscal Year 2002 data has been revised consistent with the reorganization which included the transfer of Box Office and Parking functions from Administration to Event Services.

EVENT DEVELOPMENT

MISSION STATEMENT: The Event Development Division books and contracts events and develops a comprehensive sales and marketing program to attract a wide variety of local and national revenue-generating events.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Provide facilities for public meetings.					
• Mayor and Council meetings	N/A	15	15	10	10
• Other public meetings	N/A	75	75	60	60
Attend speaker bureau engagements to promote community awareness and conventions at the Tucson Convention Center.	7	12	9	12	12
Distribute monthly event calendars to city departments, the public, and news media.	1,000	3,500	3,500	4,000	5,000

TUCSON CONVENTION CENTER

Event Development (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Efficiently book and contract events at the Tucson Convention Center.					
• Number of events booked	518	500	475	515	530

RESOURCE SUMMARY

Position Resources	6.00	6.00	6.00	2.00	2.00
Financial Resources					
General Fund Contribution	\$ 169,303	\$ 296,810	\$ 225,350	\$ 129,270	\$ 106,890
Tucson Convention Center Fund Revenues	200,000	202,230	200,000	200,000	200,000
Financial Resources Total	\$ 369,303	\$ 499,040	\$ 425,350	\$ 329,270	\$ 306,890

EVENT SERVICES

MISSION STATEMENT: The Event Services Division ensures the utmost success rate for scheduled events by providing quality event assistance and coordination, effective parking and box office services, sound and lighting, and proper facility setups and maintenance.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Provide the community with attractive rental facilities, event coordination, and technical services to accommodate various events.					
• Number of events	518	500	475	515	530
• Amount invested in improvements	\$ 343,000	\$ 400,000	\$ 380,000	\$ 700,000	\$ 700,000
Sell event tickets.					
• Number of event tickets sold	275,882	280,000	310,000	325,000	341,000
Key Outcomes					
Increase customer satisfaction as measured by exit surveys of lessees and patrons.					
• Percent of customers satisfied with Event Services performance	99%	96%	96%	98%	99%
• Revenue generated from Box Office	\$ 130,446	\$ 200,000	\$ 160,000	\$ 200,000	\$ 200,000

Event Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide parking for patrons attending events on a pay-per-space basis.					
• Number of daytime parking spaces sold	54,082	53,666	55,163	56,725	57,859
• Number of evening parking spaces sold	119,810	134,750	138,290	141,056	143,877
• Revenue generated from parking	\$ 697,800	N/A	\$ 725,000	\$ 728,000	\$ 757,120

RESOURCE SUMMARY

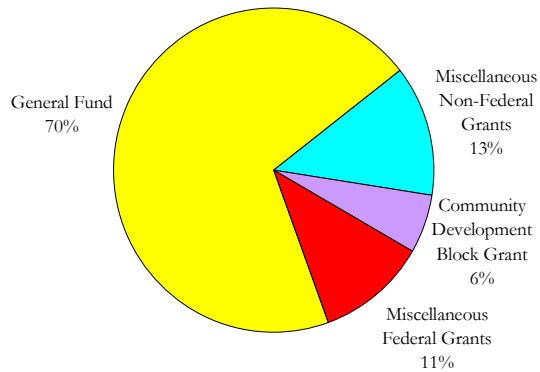
Position Resources*	48.50	48.50	48.50	49.50	49.50
Financial Resources*					
General Fund Contribution	\$ 2,593,784	\$ 2,658,920	\$ 2,863,230	\$ 7,210,790	\$ 7,087,080
Tucson Convention Center Fund Revenues	2,348,660	3,210,770	2,309,910	3,329,520	3,450,700
Financial Resources Total	<u>\$ 4,942,444</u>	<u>\$ 5,869,690</u>	<u>\$ 5,173,140</u>	<u>\$ 10,540,310</u>	<u>\$ 10,537,780</u>

*During Fiscal Year 2002 the department was reorganized. Actual Fiscal Year 2001 and adopted Fiscal Year 2002 data has been revised consistent with the reorganization which included the transfer of Box Office and Parking functions from Administration to Event Services.

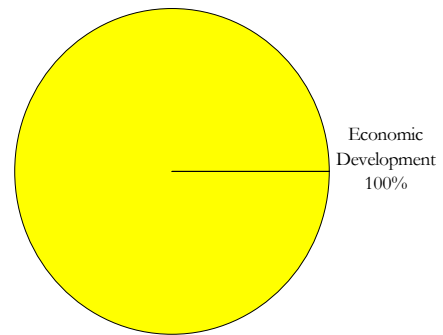
OFFICE OF ECONOMIC DEVELOPMENT

OPERATING: \$ 2,179,910
POSITION TOTAL: 17.50

FINANCING PLAN

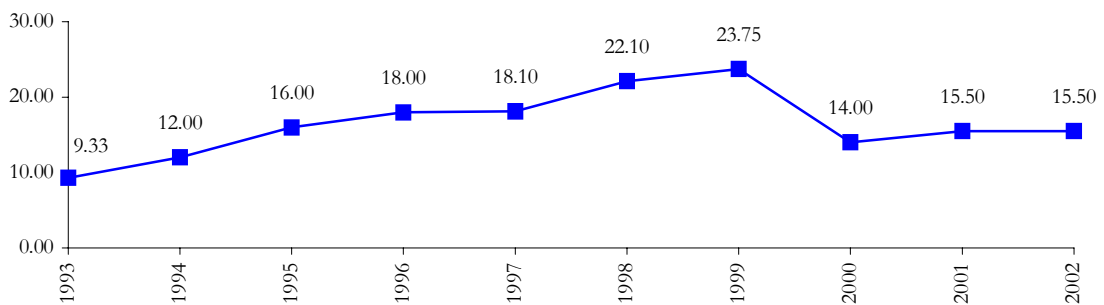


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



OFFICE OF ECONOMIC DEVELOPMENT

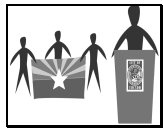
MISSION STATEMENT: To provide programs that create and retain quality jobs, train citizens for those jobs, and facilitate revitalization of distressed areas of the community. To assist manufacturing firms in becoming globally competitive through technical and trade assistance, promoting a vibrant economic climate for Tucson.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Office of Economic Development.

OFFICE HIGHLIGHTS

The Office of Economic Development (OED) represented the City of Tucson in joining the City of South Tucson and Pima County in the successful application of being designated an Empowerment Zone by the Department of Housing and Urban Development. The Empowerment Zone is a mixture of tax, financing and workforce training incentives that are designed to benefit and revitalize the inner city. Federal tax incentives are now available to support local businesses and encourage the hiring of zone residents. OED will be responsible for providing education to local businesses on the zone and determining whether or not local businesses are eligible to receive zone benefits.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

Office of Economic Development staff participates in over 75 neighborhood association meetings and/or public forums. These activities facilitate the delivery of city programs and services to people and businesses at the neighborhood level. Various neighborhood associations use OED equipment for copying, faxing, and other support services. Staff is also available to assist the community in organizing events.



Goal: Infill and Reinvestment, Not Urban Sprawl

OED markets and manages the Parque de Santa Cruz, a 73-acre industrial park at Drexel and Interstate 10. OED is also actively involved with the federally-funded Housing Opportunities for People Everywhere (HOPE) VI projects, assisting with economic development programs for these important redevelopment efforts. The State of Arizona's Enterprise Zone program, administered locally by the OED, encourages infill development by providing state income tax credits for job creation and property tax adjustments for capital investment. OED is also actively involved in encouraging arterial commercial revitalization within the inner city.



Goal: Better Paying Jobs

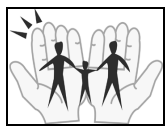
OED delivers programs which directly assist companies in the creation of high wage employment opportunities. OED partners with local economic development organizations to deliver the federal Small Business Association (SBA) Business Learning, Investment, Networking and Collaboration (LINC) program which supports business to business linkages and mentorship opportunities.

Support for Livable Tucson Goals (Continued)



Goal: Quality Job Training

OED pursues state workforce development grants for local businesses to provide both new employee and incumbent specialized worker training. The office also assists local business organizations with the development of training courses for their employees.



Goal: Reduced Poverty and Greater Equality of Opportunity

The Hi-Tech Hi-Wage Program, which provides technical training to local citizens so that they can earn more than a livable wage, receives funding and program assistance from OED.



Goal: Strong Local Business

OED provides direct assistance to businesses including facility locations; access to available government business incentives; assistance with other city, county, and state agencies; and promotion of Tucson to the film industry. Additional assistance is targeted specifically towards cluster industry companies and include assessments that identify potential business improvement projects, and coordination and management of project resource implementation.

OED works to encourage strong local business by providing administrative support to the Mayor and Council-appointed Small Business Commission and through the Business Hotline, a 24-hour telephone inquiry service for the community.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Economic Development*	15.50	15.50	15.50	14.00	14.00
Permanent Total	15.50	15.50	15.50	14.00	14.00
NON-PERMANENT					
Economic Development	-0-	-0-	3.50	3.50	3.50
Non-Permanent Total	-0-	-0-	3.50	3.50	3.50
Total	15.50	15.50	19.00	17.50	17.50

*Two and one half positions were incorrectly shown in Fiscal Year 2002 in the Tucson Film Office, which is an organization in Economic Development.

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
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FINANCIAL SUMMARY

Economic Development	\$ 1,282,728	\$ 1,815,750	\$ 2,124,530	\$ 2,179,910	\$ 2,115,620
Total	\$ 1,282,728	\$ 1,815,750	\$ 2,124,530	\$ 2,179,910	\$ 2,115,620

CHARACTER OF EXPENDITURES

Personal Services	\$ 736,105	\$ 871,340	\$ 985,500	\$ 1,013,440	\$ 1,042,110
Services	495,426	771,250	965,870	848,890	755,930
Commodities	49,933	39,160	39,160	40,080	40,080
Equipment	1,264	-0-	-0-	-0-	-0-
Other	-0-	(16,000)	(16,000)	-0-	-0-
Inter-Activity Transfers	-0-	150,000	150,000	277,500	277,500
Total	\$ 1,282,728	\$ 1,815,750	\$ 2,124,530	\$ 2,179,910	\$ 2,115,620

SOURCE OF FUNDS

General Fund	\$ 1,271,016	\$ 1,665,750	\$ 1,615,750	\$ 1,520,350	\$ 1,490,620
Miscellaneous Non-Federal Grants	-0-	-0-	34,560	34,560	-0-
Community Development Block Grant	11,712	150,000	150,000	125,000	125,000
Miscellaneous Federal Grants	-0-	-0-	324,220	500,000	500,000
Total	\$ 1,282,728	\$ 1,815,750	\$ 2,124,530	\$ 2,179,910	\$ 2,115,620

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,179,910 is an increase of \$364,160 from the Fiscal Year 2002 Adopted Budget. This increase is due primarily to receiving \$534,560 in new federal and state grant awards. Other significant changes to expenditures are as follows:

- ◆ The Arizona Council for Economic Conversion has been transferred to Outside Agencies.
- ◆ Workforce Development funding decreased \$23,400 from \$150,000.
- ◆ A net increase of two positions is the result of a new federal grant.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,115,620 is a decrease of \$64,290 from Fiscal Year 2003. Increased personnel costs are partially offset by additional reductions to Workforce Development funding.

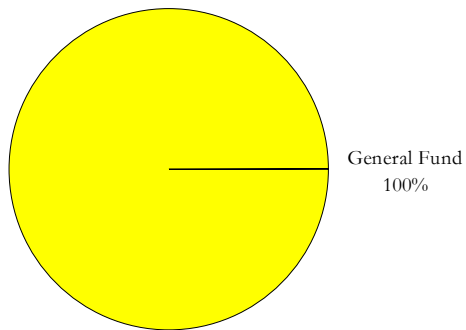
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Assist businesses from targeted industries with retention, expansion, and location within the City of Tucson.					
• Number of businesses assisted	100	180	180	200	225
Respond to general business inquiries from the Business Hotline, e-mails, walk-ins, etc.					
• Number of responses	2,240	3,000	3,000	3,000	3,000
Document outreach contacts with emphasis on targeted cluster industries.					
• Number of contacts	285	300	300	300	350
Respond to film, television, and advertising production inquiries about locations, technical crews, permits, and facilities in Tucson.					
• Number of inquiries	2,000	2,500	2,500	3,000	3,500
Key Outcomes					
Assist businesses in creating and retaining quality jobs for city residents.					
• Number of jobs created/retained	1,996	600	2,000	1,000	1,300
Assist companies in identifying and implementing opportunities to reduce the cost of doing business.					
• Dollar amount of cost savings (\$000s)	\$ 3,180	\$ 3,500	\$ 4,000	\$ 5,500	\$ 6,500
Market Tucson as a film location to benefit the local economy.					
• Local direct expenditures (\$000s)	\$ 7,000	\$ 7,500	\$ 5,000	\$ 7,000	\$ 8,000

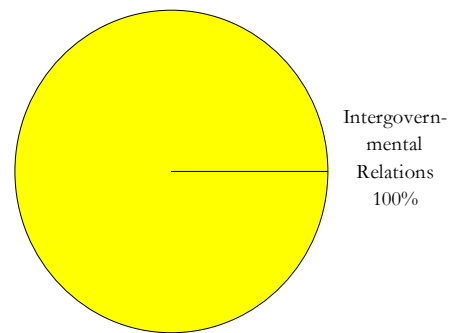
INTERGOVERNMENTAL RELATIONS

OPERATING: \$ 534,090
POSITION TOTAL: 2.00

FINANCING PLAN

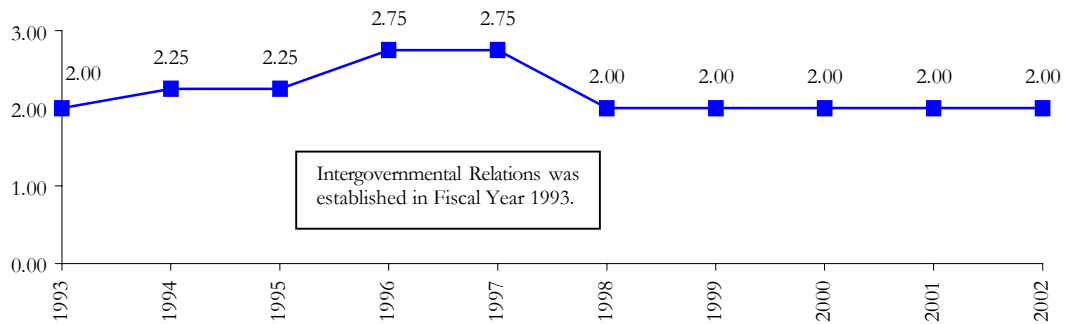


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



INTERGOVERNMENTAL RELATIONS

MISSION STATEMENT: To develop, represent, and advocate the interests of the City of Tucson by fostering and maintaining the city's relationship with other governmental entities on the local, state, and federal levels.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over Intergovernmental Relations.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Better Alternatives to Automobile Transportation

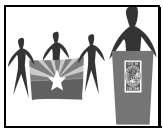
Intergovernmental Relations collaborates with the Pima Association of Governments, the Maricopa Association of Governments, the City of Tucson's Department of Transportation, the Tucson Chamber of Commerce, the Tucson Regional Transportation Coalition, the Regional Public Transportation Authority, the Arizona League of Cities and Towns, the City of Phoenix, and private industry leaders to ensure that the City of Tucson receives its fair share of transportation funding at the state level and that transportation state-shared revenue funding is not eliminated or reduced.

Intergovernmental Relations works to ensure that the City of Tucson and region receives its fair share of federal funding from the Transportation Equity Act for the Twenty-first Century (TEA-21). Infrastructure projects needed for downtown and international trade development are being pursued, and statewide efforts regarding transportation funding opportunities known as Vision-21 are being followed. Intergovernmental Relations also works with federal consultants to ensure that important transportation projects such as the Downtown Intermodal Center receive adequate funding.



Goal: Safe Neighborhoods

Intergovernmental Relations has been working with federal consultants and the National League of Cities and Towns to ensure that our community has adequate public safety infrastructure to meet the heightened safety requirements of our times. The cost of preparedness will be nearly \$100 million which includes \$80 million for emergency communications, \$12 million for public safety, and \$3 million for drinking water safety. The office has also worked with state legislative leaders and the Arizona League of Cities and Towns to provide adequate short- and long-term funding of trauma centers. Without state help, closure of trauma centers in our community would present a safety risk to our citizens.



Goal: Engaged Community and Responsive Government

Intergovernmental Relations advocates for issues that arise in direct response to community needs. The advocacy process engages the community in the form of coalitions and collaborations around the points of the legislative program adopted annually by the Mayor and Council. Each City of Tucson department is a collaborator in the development and advocacy of the legislative program. In addition, Intergovernmental Relations works with governmental entities and other agencies to secure policies, initiatives, laws, and funding beneficial to the community.



Goal: Caring, Healthy Families and Youth

Intergovernmental Relations collaborates with Pima County, the Cities of Phoenix and Mesa, and national municipal organizations to secure the continuation of state and federal funding for City of Tucson and Pima County summer youth employment programs. Intergovernmental Relations also works with federal consultants to ensure that federal programs relating to youth and families are adequately funded.

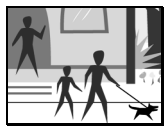
INTERGOVERNMENTAL RELATIONS

Support for Livable Tucson Goals (Continued)



Goal: Better Paying Jobs

Intergovernmental Relations provides assistance to the Puerto Nuevo Project, an effort to develop an international distribution center surrounding the Tucson International Airport. Intergovernmental Relations is also working closely with the Office of Economic Development to ensure that federal and state opportunities to stimulate and retain better paying jobs are created and implemented. The Empowerment Zone Application, Work Force Investment Act, and similar programs are examples of efforts assisted by Intergovernmental Relations. Davis Monthan Air Force Base (DMAFB) provides over \$1 billion of economic impact to the Tucson metropolitan area. Collaborations with the Office of Economic Development, DMAFB, and other Arizona military bases, the Governor's Office, and the City of Glendale are working to ensure that DMAFB and all Arizona military bases remain in the State of Arizona. This is also a crucial public safety issue in light of recent terrorism events.



Goal: People-Oriented Neighborhoods

Intergovernmental Relations is collaborating with cities, neighborhood organizations, and businesses to secure state investment in a Neighborhood Preservation Investment and Initiative proposal.



Goal: Successful Downtown

Intergovernmental Relations works with other jurisdictions and organizations to develop state and federal funding for downtown redevelopment. This collaboration resulted in the projected \$120 million in public funding and in-kind services for the Rio Nuevo Project. Efforts will continue to seek funding for the Tucson Convention Center expansion that will enhance the downtown area. A state legislative committee has been created to explore convention center and tourism financing. Intergovernmental Relations was instrumental in placing the City of Tucson's Convention Center Director on that committee.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
PERMANENT					
Intergovernmental Relations	2.00	2.00	2.00	2.00	2.00
Total	2.00	2.00	2.00	2.00	2.00

INTERGOVERNMENTAL RELATIONS

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
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FINANCIAL SUMMARY

Intergovernmental Relations	\$ 501,534	\$ 539,340	\$ 559,560	\$ 534,090	\$ 541,910
Total	\$ 501,534	\$ 539,340	\$ 559,560	\$ 534,090	\$ 541,910

CHARACTER OF EXPENDITURES

Personal Services	\$ 138,825	\$ 144,110	\$ 154,920	\$ 153,200	\$ 161,020
Services	358,225	397,900	402,310	378,560	378,560
Commodities	3,750	2,330	2,330	2,330	2,330
Equipment	734	-0-	-0-	-0-	-0-
Other	-0-	(5,000)	-0-	-0-	-0-
Total	\$ 501,534	\$ 539,340	\$ 559,560	\$ 534,090	\$ 541,910

SOURCE OF FUNDS

General Fund	\$ 501,534	\$ 539,340	\$ 559,560	\$ 534,090	\$ 541,910
Total	\$ 501,534	\$ 539,340	\$ 559,560	\$ 534,090	\$ 541,910

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$534,090 reflects a decrease of \$5,250 from the Fiscal Year 2002 Adopted Budget. Personal services cost increases have been offset by a reduction in state lobbyist funding.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$541,910 includes an increase of \$7,820 from Fiscal Year 2003 primarily due to personal services cost increases.

INTERGOVERNMENTAL RELATIONS

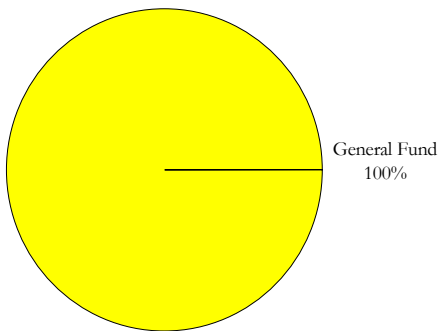
KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Send proposed state legislation and amendments to Mayor and Council and city departments for review on a timely basis.					
• Number of legislative proposals and amendments sent	900	1,500	1,500	1,600	1,800
Provide state legislative status reports to the Mayor and Council about each legislative session.					
• Number of study session presentations	16	16	16	16	16
• Number of written reports	16	16	16	16	16
Prepare a legislative agenda for Mayor and Council adoption.					
• Number of Mayor and Council offices and departments surveyed with regard to legislative programs and agenda items prior to legislative session	27	27	27	31	31
Key Outcomes					
Help ensure passage of legislation beneficial to the City of Tucson and its citizens.					
• Percent passed	83%	85%	85%	85%	85%
Help defeat legislation that Mayor and Council believe is harmful to the City of Tucson and its citizens.					
• Percent defeated	90%	90%	90%	90%	90%

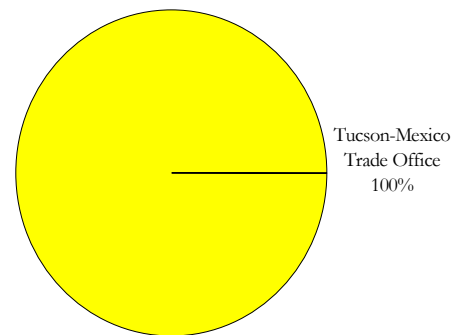
TUCSON-MEXICO TRADE OFFICE*

OPERATING: \$ 580,830
POSITION TOTAL: 6.00

FINANCING PLAN

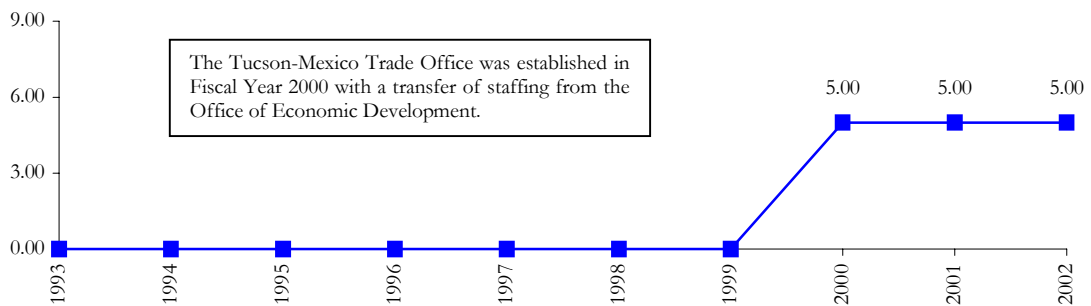


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions



*Previously called the Tucson-México Project.

TUCSON-MEXICO TRADE OFFICE

MISSION STATEMENT: To assist local businesses and organizations in improving their connections with Mexico by strengthening economic, social, and cultural ties.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Tucson-Mexico Trade Office.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Tucson-Mexico Trade Office, through its commerce and tourism promotion programs, has developed relationships with over 300 community business members who contribute to the agenda and goals of the office.



Goal: Better Paying Jobs

The Tucson-Mexico Trade Office promotes higher paying jobs by assisting local businesses to increase their exports to Mexico. Puerto Nuevo Tucson, under the oversight of the Tucson-Mexico Trade Office, will create better paying jobs through the development of an international distribution center in Tucson.



Goal: Respected Historic and Cultural Resources

The Tucson-Mexico Trade Office assists social, educational, and cultural organizations on collaborative efforts with their counterparts in Mexico, and collaborates with Sister Cities and the Mexican Consulate in Tucson on cultural events related to Mexico. Through their relationship with the Tucson-Mexico Trade Office, the Mexican cities of Guadalajara and Obregon are contributing monuments to be displayed in the Rio Nuevo Project downtown area.



Goal: Strong Local Business

The Tucson-Mexico Trade Office strives to create a business climate in Tucson that is friendly to Mexican visitors and business people, and collaborates with existing organizations to formulate business development strategies related to Mexico. Additionally, trade shows and trade missions are coordinated for local businesses from the tourism, retail, and wholesale sectors. The Industrial Supplier Program actively matches local suppliers with viable companies in Mexico. Through Puerto Nuevo Tucson, businesses will be recruited from Mexico, Canada, the United States, and around the world.



Goal: Successful Downtown

Tucson-Mexico Trade Office staff promote the Rio Nuevo Project by giving presentations on investment opportunities at international venues and by bringing international trade events and notable personalities to the downtown area.

TUCSON-MEXICO TRADE OFFICE

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Tucson-Mexico Trade Office	5.00	5.00	6.00	6.00	6.00
Total	5.00	5.00	6.00	6.00	6.00

FINANCIAL SUMMARY

Tucson-Mexico Trade Office	\$ 435,037	\$ 449,410	\$ 449,410	\$ 580,830	\$ 599,120
Total	\$ 435,037	\$ 449,410	\$ 449,410	\$ 580,830	\$ 599,120

CHARACTER OF EXPENDITURES

Personal Services	\$ 312,473	\$ 317,380	\$ 317,380	\$ 408,400	\$ 427,690
Services	118,001	130,730	126,730	167,130	166,130
Commodities	4,563	5,300	5,300	5,300	5,300
Other	-0-	(4,000)	-0-	-0-	-0-
Total	\$ 435,037	\$ 449,410	\$ 449,410	\$ 580,830	\$ 599,120

SOURCE OF FUNDS

General Fund	\$ 435,037	\$ 449,410	\$ 449,410	\$ 580,830	\$ 599,120
Total	\$ 435,037	\$ 449,410	\$ 449,410	\$ 580,830	\$ 599,120

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$580,830 reflects an increase of \$131,420 from the Fiscal Year 2002 Adopted Budget. Personal services cost increases and the addition of one economic development specialist have been included.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$599,120 includes an increase of \$18,290 from Fiscal Year 2003 primarily due to personal services cost increases.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Develop business opportunities between Tucson and Mexico.					
• International trade and tourism events	6	10	10	8	8
• Companies and organizations participating in trade/tourism events	60	100	100	80	100
• Community representative meetings	18	15	15	15	18
• Business development trips	6	20	20	18	18
• Community outreach meetings	N/A	6	6	12	15
• Tucson-Mexico Economic Alliance visits to Tucson	N/A	N/A	2	3	4
• Puerto Nuevo presentations made locally	N/A	N/A	15	10	10
• Puerto Nuevo presentations made in Mexico	N/A	N/A	1	12	16
Assist Tucson businesses through the Industrial Supplier Program.					
• Tucson business contacted	80	80	80	80	80
• Industries in Mexico contacted	55	80	80	80	80
• Mini-missions to Mexico with Tucson companies	24	30	30	30	30
• Tucson businesses participating in mini-missions	30	30	30	30	30
Key Outcomes					
Increase the economic, social, and cultural exchange between Tucson and Mexico.					
• Occurrences of media marketing efforts by Tucson's tourist, retail, and wholesale industries to media target the Mexican market	3	10	10	10	10
• Signed agreements of cooperation between Tucson and cities in Mexico	N/A	N/A	2	3	2
• Individual Business Assistance Requests processed	N/A	N/A	45	120	120
• Dollar amount of contracts secured with assistance from the Industrial Supplier Program (\$000s)	\$ 660	\$ 700	\$ 700	\$ 1,500	\$ 2,000

Support Services

TRANSPORTATION



DOWNTOWN

GROWTH

ECONOMIC DEVELOPMENT

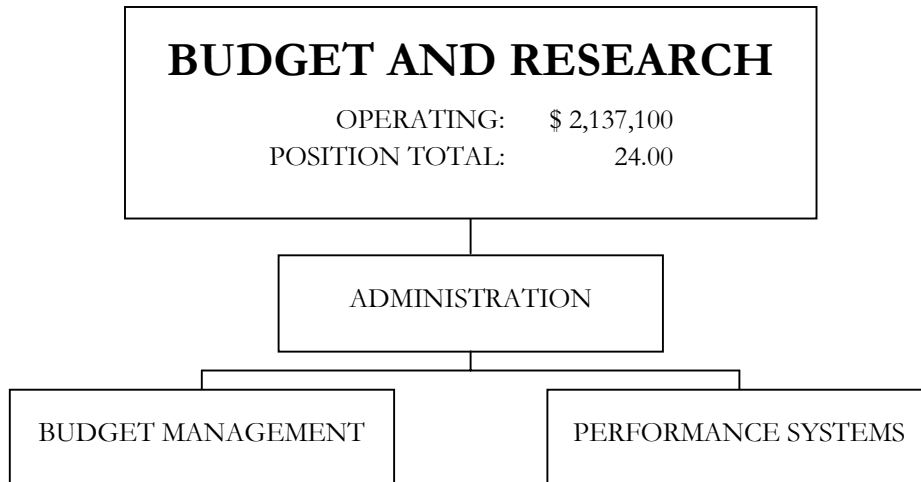


GOOD GOVERNMENT

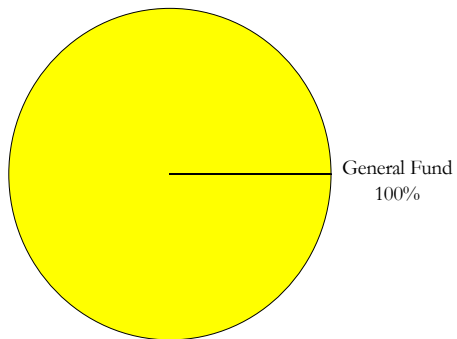


NEIGHBORHOODS

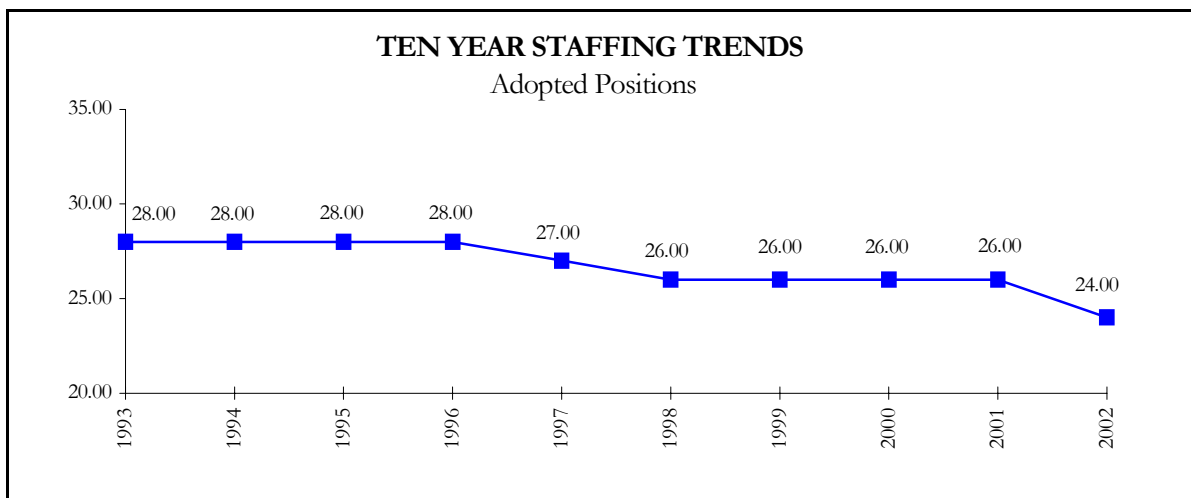
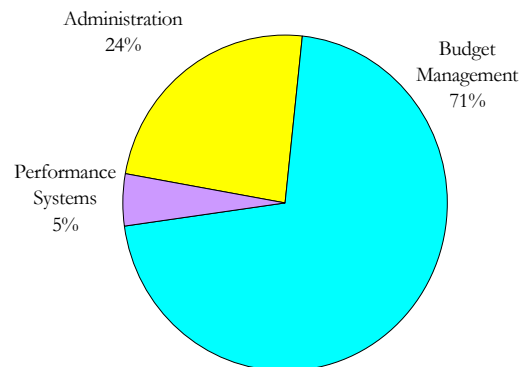




FINANCING PLAN



PROGRAM ALLOCATION



BUDGET AND RESEARCH

MISSION STATEMENT: To develop, implement, and manage the city's budget, project management, and program evaluation by working with the Mayor and Council, Office of the City Manager, and city departments and offices so that the highest levels of quality services are delivered to the residents of the City of Tucson in a fiscally responsible manner.

OVERVIEW

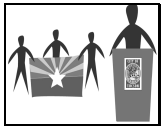
The Budget and Research Department develops and manages the annual operating budget and the five-year capital improvement program, provides evaluation and policy analysis of municipal programs, and facilitates performance improvement and good project management. This work is accomplished within the requirements of federal, state, and municipal law. These and other related services are accomplished through the following: Administration, Budget Management, and Performance Systems.

DEPARTMENT HIGHLIGHTS

The department will implement new budget system enhancements which will simplify the budget preparation, management and monitoring processes, and improve the availability and timeliness of budget information for the city. This system will allow budget analysts to expand the time devoted to various types of program analysis, including program evaluation, benchmarking, performance measurement, research, cost/benefit analysis, and other internal consulting services.

The City of Tucson is one of only two jurisdictions in the State of Arizona who have received the Distinguished Budget Presentation Award for 17 years. According to the Government Finance Officer's Association, no jurisdiction in Arizona received the award more than 17 years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Budget and Research Department staffs the Budget Advisory Committee and the Citizens' Bond Oversight Committee, which provide an avenue for citizen input and for the city to be responsive to its constituents.

Budget and Research staff provides ongoing staff support to the Back to Basics Neighborhoods and NETeams Programs.

The department gathers public input through hearings that are conducted as part of the budget adoption process.

The department will continue its relationship with the University of Arizona's Eller College of Business and Public Administration's Economic and Business Research Program which provides local and regional economic forecasting information that is used in budget planning and forecasting.

BUDGET AND RESEARCH

Support for Livable Tucson Goals (Continued)



Goal: Organizational Support

The Budget and Research Department provides support to all city departments and offices through its work in the areas of budget management, performance measurement, and program evaluation. The new budget system enhancements will improve the process and will allow for multi-year budgeting. Through the budget preparation process, the Budget and Research Department works with departments to link department efforts to Livable Tucson Goals and helps departments develop measures that track performance toward these goals.

The department contacts other jurisdictions where local sustainability efforts are occurring to see how they tie these efforts to their programs, projects, and policies.

Budget and Research staff work in conjunction with the Finance Department to provide operational support to the Rio Nuevo Project.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	7.00	7.00	7.00	7.00	7.00
Budget Management	16.00	16.00	16.00	16.00	16.00
Performance Systems	1.00	1.00	1.00	1.00	1.00
Program Evaluation*	2.00	-0-	-0-	-0-	-0-
Department Total	26.00	24.00	24.00	24.00	24.00

FINANCIAL SUMMARY

Administration	\$ 486,616	\$ 497,030	\$ 497,030	\$ 513,600	\$ 538,760
Budget Management	1,152,369	1,724,240	1,649,240	1,522,810	1,395,210
Performance Systems	95,348	97,470	97,470	100,690	105,840
Program Evaluation*	155,186	-0-	-0-	-0-	-0-
Department Total	\$ 1,889,519	\$ 2,318,740	\$ 2,243,740	\$ 2,137,100	\$ 2,039,810

*Program Evaluation was transferred to the City Manager's Office in Fiscal Year 2002.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
CHARACTER OF EXPENDITURES					
Personal Services	\$ 1,681,908	\$ 1,636,000	\$ 1,636,000	\$ 1,789,140	\$ 1,876,280
Services	45,045	414,740	299,740	253,300	68,870
Commodities	83,163	128,000	128,000	94,660	94,660
Equipment	79,403	158,000	198,000	-0-	-0-
Other	-0-	(18,000)	(18,000)	-0-	-0-
Department Total	\$ 1,889,519	\$ 2,318,740	\$ 2,243,740	\$ 2,137,100	\$ 2,039,810

SOURCE OF FUNDS

General Fund	\$ 1,889,519	\$ 2,318,740	\$ 2,243,740	\$ 2,137,100	\$ 2,039,810
Department Total	\$ 1,889,519	\$ 2,318,740	\$ 2,243,740	\$ 2,137,100	\$ 2,039,810

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,137,100 reflects a decrease of \$181,640 from the Fiscal Year 2002 Adopted Budget. During Fiscal Year 2002, the new Budget Reporting and Analysis Support System was substantially completed resulting in a reduction in funding requirements in Fiscal Year 2003. An aggressive use of modern technology such as the Internet and CD-Roms will enable us to print fewer copies of the budget document resulting in savings of \$30,000. Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$2,039,810 includes a decrease of \$97,290 from Fiscal Year 2003 due to elimination of carry forward funds for the budget management and reporting system offset by pay adjustments and rate increases for fringe benefits.

BUDGET AND RESEARCH

ADMINISTRATION

MISSION STATEMENT: Administration provides administrative and clerical support to Budget Management, and Performance Systems so that staff can develop and execute the city's budget in a manner which promotes efficient and effective city operations.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide support and assistance to a Mayor and Council subcommittee and those citizen committees advising the governing body.					
• Budget Advisory Committee meetings	24	24	-0-	18	18
• Citizens' Bond Project Oversight Committee meetings	8	8	5	5	5
• Mayor and Council Civic Events Subcommittee					
◇ Number of subcommittee meetings	20	20	18	20	20
◇ Number of civic events applications	62	65	64	60	60
◇ Number of youth education/cultural travel assistance applications	10	10	8	5	5
◇ Status Report - Quarterly	N/A	N/A	4	4	4
Key Outcomes					
Produce and distribute the City of Tucson's major budget documents: Recommended and Adopted Operating Budgets, Proposed and Approved Five-Year Capital Improvement Programs, and the Outside Agencies Recommended Budget, and Budget in Brief.	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	7.00	7.00	7.00	7.00	7.00
Financial Resources					
General Fund	\$ 486,616	\$ 497,030	\$ 497,030	\$ 513,600	\$ 538,760

BUDGET MANAGEMENT

MISSION STATEMENT: Budget Management manages the development and implementation of the city's annual operating and capital budgets in a manner that controls expenditures within authorized appropriations and available revenues to ensure the highest level of municipal service to city residents.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Annually prepare five-year forecasts of the cost of delivering current levels of city services for each department and office.					
• Number of departments and offices	35	39	39	39	39
• Citywide summary	3	3	3	3	3
Evaluate operating and capital budget requests and prepare recommendations to the City Manager.					
• Number of departments' and offices' operating budgets evaluated	43	39	39	39	39
• Number of departments' and offices' capital budgets evaluated	13	13	13	13	13
• Number of outside agencies' operating budgets evaluated	39	40	39	32	32
Prepare monthly reports on overtime usage, position vacancies, and projected year-end balances for management and to provide control of the budget.					
• Number of reports prepared annually	35	35	35	35	35
Conduct program evaluation and other management studies, surveys, and cost studies.					
• Number of program evaluations	-0-	4	-0-	10	5
• Number of other studies	20	16	3	30	15

BUDGET AND RESEARCH

Budget Management (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Develop Recommended and Adopted Operating Budgets, Proposed and Approved Five-Year Capital Improvement Programs, and the Outside Agencies Recommended Budget for Mayor and Council review and approval.					
• Budget documents developed for Mayor and Council	100%	100%	100%	100%	100%
Ensure that expenditures do not exceed available revenues and authorized amounts.	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	16.00	16.00	16.00	16.00	16.00
Financial Resources					
General Fund	\$ 1,152,369	\$ 1,724,240	\$ 1,649,240	\$ 1,522,810	\$ 1,395,210

PERFORMANCE SYSTEMS

MISSION STATEMENT: Performance Systems provides training, internal reviews, and consulting on performance measurement and program development, and promotes accountability in city programs and activities by focusing on program outcomes and results.

KEY MEASURES OF PERFORMANCE

Key Outputs

Review budget submittals and provide direction on performance measurement (mission statements, impact statements and measures, Livable Tucson Goals, performance measurements, etc.).

• Number of reviews	35	39	39	39	39
Provide training and internal consultant services on performance measurement (mission, goals, objectives, Balanced Scorecard, Livable Tucson, etc.) to department division and work units.					
• Training sessions	N/A	N/A	3	15	15

Performance Systems (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Conduct research into municipal programs and issues as directed by the City Manager's Office or departmental management.					
• Research assignments	N/A	N/A	3	5	5
Key Outcomes					
Number of departments that receive training that are continuing to implement a form of Balanced Scorecard performance measurement.	N/A	N/A	100%	100%	100%

RESOURCE SUMMARY

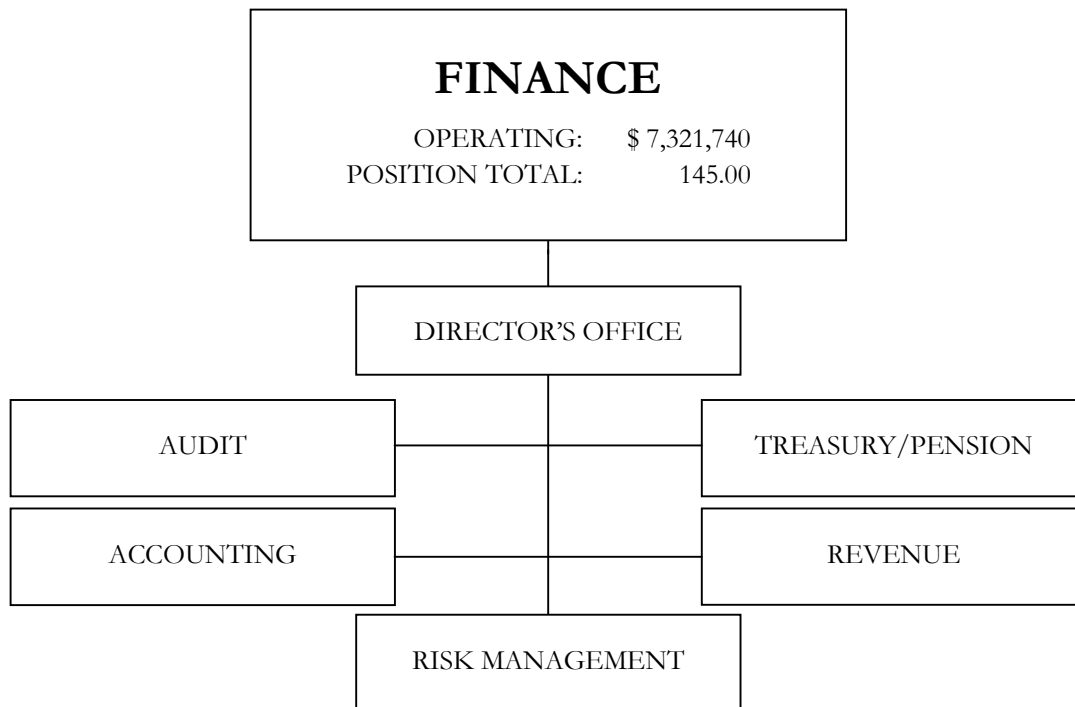
Position Resources	1.00	1.00	1.00	1.00	1.00
Financial Resources					
General Fund	\$ 95,348	\$ 97,470	\$ 97,470	\$ 100,690	\$ 105,840

PROGRAM EVALUATION*

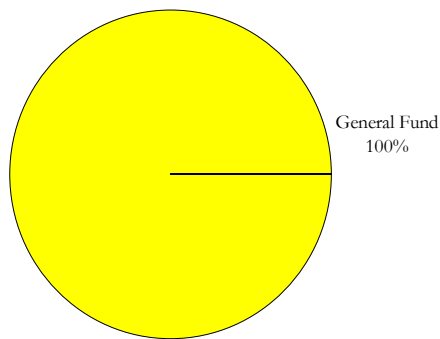
RESOURCE SUMMARY

Position Resources	2.00	-0-	-0-	-0-	-0-
Financial Resources					
General Fund	\$ 155,186	\$ -0-	\$ -0-	\$ -0-	\$ -0-

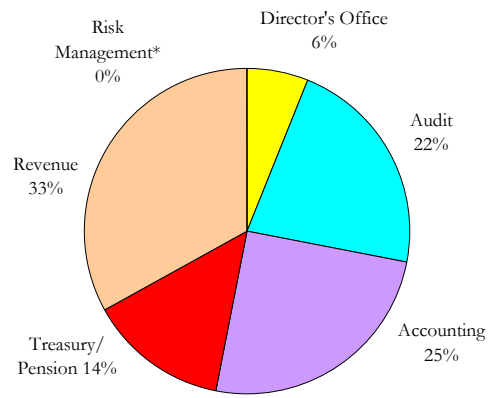
*Program Evaluation was transferred to the City Manager's Office in Fiscal Year 2002.



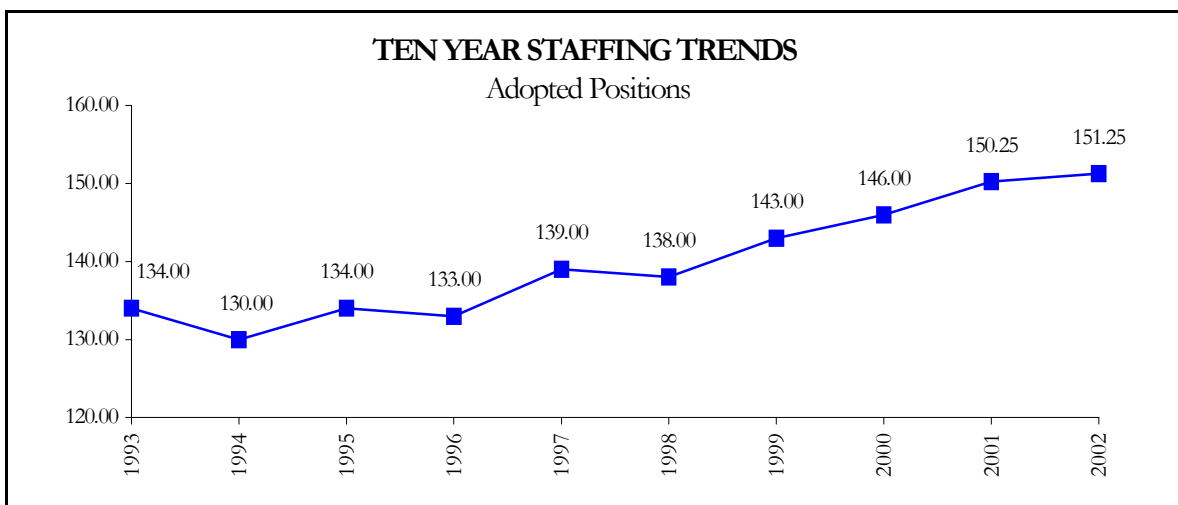
FINANCING PLAN



PROGRAM ALLOCATION



*See Appendix B for Risk Management details.



FINANCE

MISSION STATEMENT: To support the operations of the City of Tucson by providing financial accounting services for city departments and ensuring proper control of city funds so that the tax dollars of Tucson residents are safeguarded and prudently collected, invested, and disbursed. To administer business licensing and the city's debt program. To increase employee compensation satisfaction and post-employment financial security by actively managing the city's retirement systems. To increase productivity of the city workforce, protect the health of employees, and reduce workplace hazards and financial liability for city government due to accidents.

OVERVIEW

The Finance Department administers the financial activities of the city and provides financial support to all city departments by coordinating the sale of municipal debt; maximizing interest earnings on city investments; conducting an audit program for the examination and analysis of accounting, financial, and operational controls of city offices; providing for timely and accurate accounting, reporting, and internal control for receipt and disbursement of city funds; ensuring timely collection and accurate recording of cash receipts and billing and auditing tax collection; and managing the risk management and the retirement programs.

The divisions of the Finance Department are the Director's Office, Audit, Accounting, Treasury/Pension, Revenue, and Risk Management. The Tucson Supplemental Retirement System (TSRS) Fund and Deferred Compensation Fund are part of the Treasury/Pension Division. The Risk Management/Self Insurance Fund is used by the Risk Management Division to cover claims and loss prevention expenses.

DEPARTMENT HIGHLIGHTS

The department arranged the sale of \$18,900,000 in Water Revenue Bonds during Fiscal Year 2002, providing required funding for the capital improvement program.

For the 19th consecutive year, the department received the Certificate of Achievement for Excellence in Financial Reporting presented by the Government Finance Officers Association.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Organizational Support

The Finance Department supports all city departments and offices by providing complete and accurate financial records which may be relied upon by departments in formulating decisions affecting their contributions toward the Livable Tucson Goals. Such information is utilized by many departments, but especially by the City Manager in deciding how best to direct city resources in support of Livable Tucson Goals.

Through efficient management of the city's debt program, the department is able to arrange financing for projects managed by various departments which contribute to a wide variety of Livable Tucson Goals including abundant urban green space and recreation areas, excellent public education, better alternatives to automobile transportation, and clean air and quality water.

The Finance Department assists social service agencies with establishing or improving their financial systems to enable them to effectively manage their organizations and qualify for federal grants. The agencies provide needed services to the community in support of various Livable Tucson Goals.

FINANCE**DEPARTMENT RESOURCES**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Director's Office	4.00	4.00	4.00	4.00	4.00
Audit	26.00	26.00	26.00	25.00	25.00
Accounting	37.00	37.00	37.00	35.00	35.00
Treasury/Pension	29.00	29.00	29.00	27.00	27.00
Revenue	42.00	42.00	42.00	42.00	42.00
Risk Management	10.00	11.00	11.00	11.00	11.00
Permanent Total	148.00	149.00	149.00	144.00	144.00
NON-PERMANENT					
Revenue	1.25	1.25	1.25	-0-	-0-
Risk Management	1.00	1.00	1.00	1.00	1.00
Non-Permanent Total	2.25	2.25	2.25	1.00	1.00
Department Total	150.25	151.25	151.25	145.00	145.00

FINANCIAL SUMMARY

Director's Office	\$ 399,497	\$ 392,040	\$ 395,900	\$ 423,340	\$ 441,460
Audit	1,478,235	1,562,640	1,574,240	1,607,150	1,675,540
Accounting	1,633,382	1,723,830	1,741,060	1,812,630	1,880,390
Treasury/Pension	962,691	974,810	930,460	1,056,050	1,095,870
Revenue	2,134,467	2,283,950	2,295,610	2,422,570	2,502,940
Risk Management*	-0-	-0-	-0-	-0-	-0-
Department Total	\$ 6,608,272	\$ 6,937,270	\$ 6,937,270	\$ 7,321,740	\$ 7,596,200

CHARACTER OF EXPENDITURES

Personal Services	\$ 7,027,771	\$ 7,400,590	\$ 7,346,590	\$ 7,770,200	\$ 8,131,580
Services	12,448,799	11,186,890	11,182,890	11,023,850	10,812,070
Commodities	568,888	508,310	505,310	453,740	446,580
Equipment	238,524	133,000	125,000	158,000	158,000
Other	-0-	(69,000)	-0-	-0-	-0-
Inter-Activity Transfers	(13,675,710)	(12,222,520)	(12,222,520)	(12,084,050)	(11,952,030)
Department Total	\$ 6,608,272	\$ 6,937,270	\$ 6,937,270	\$ 7,321,740	\$ 7,596,200

*The net budget for Risk Management is zero because the city is self-insured for workers' compensation and public liability insurance. Costs are recovered by charging other departments through interactivity transfers using rates based on loss experience. See Appendix B for budget details.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 6,608,272	\$ 6,937,270	\$ 6,937,270	\$ 7,321,740	\$ 7,596,200
Department Total	\$ 6,608,272	\$ 6,937,270	\$ 6,937,270	\$ 7,321,740	\$ 7,596,200

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$7,321,740 is an increase of \$384,470 from the Fiscal Year 2002 Adopted Budget. Funding for annual merit and pay adjustments, and increases in pension and public liability costs are partially offset by the reduction of 6.25 positions. All of the position reductions were based on attrition and will not have a direct impact on public services.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$7,596,200 is an increase of \$274,460 from Fiscal Year 2003 primarily for pay adjustments and rate increases for fringe benefits.

LOCATION OF CASHIER STATIONS FOR COLLECTION OF CITY PAYMENTS

Site/Location	Address	Hours of Operation
City Hall	255 West Alameda	M-F 8:00 a.m. to 5:00 p.m.
La Entrada Water Building	310 West Alameda	M-F 8:00 a.m. to 5:00 p.m.
Development Services Center	201 North Stone	M-F 8:00 a.m. to 5:00 p.m.
Eastside City Hall	7575 East Speedway	M-F 8:00 a.m. to 12:00 p.m. 1:00 p.m. to 5:00 p.m.
Price Service Center	4004 South Park, Building #1	M-F 1:00 p.m. to 5:00 p.m.
Ward 4 Council Office	8123 E. Poinciana	M-F 1:00 p.m. to 5:00 p.m.

DIRECTOR'S OFFICE

MISSION STATEMENT: The Director's Office provides administrative direction to the department's divisions, manages the city's debt issuance program, oversees the department's programs in a prudent manner, and advises city management officials and the governing body regarding financial matters.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Plan, organize, and direct city debt offerings.					
• Number of debt offerings	3	4	4	4	4
• Number of improvement district bonds	-0-	4	4	4	4
Key Outcomes					
Issue debt to meet the city's financial needs (\$000s).	\$ 79,980	\$ 78,000	\$ 18,900	\$ 70,550	\$ 67,700

RESOURCE SUMMARY

Position Resources	4.00	4.00	4.00	4.00	4.00
Financial Resources					
General Fund	\$ 399,497	\$ 392,040	\$ 395,900	\$ 423,340	\$ 441,460

AUDIT

MISSION STATEMENT: The Audit Division enforces the Business Privilege Tax Code by performing audits of businesses subject to the tax law; improves taxpayer knowledge of the tax law through the auditing program and by conducting taxpayer education seminars, providing informational brochures, and responding to written and telephone requests for information; implements an audit program for the independent examination and analysis of accounting, financial, and operational control of city offices and agencies receiving funds from the city; and performs reviews, investigations, and cost analyses as requested by management.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Conduct business privilege tax audits for compliance with the tax code.	445	480	480	480	480
Conduct or make presentations at taxpayer education seminars or meetings.	14	14	13	13	13
Respond to business tax inquiries.	308	340	340	340	340
Perform planned internal audits of city functions and audits requested by management.	26	35	28	28	28

Audit (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Monitor agency contracts receiving federal pass-through social service funding.	44	60	60	60	60
Assist city departments in determining the cost of their services.	2	6	4	4	4

Key Outcomes

Ensure the positive response of audited business privilege taxpayers on surveys regarding courteousness of auditor and thoroughness of tax law explanations.

• Percent of positive responses	100%	100%	100%	100%	100%
Recover unpaid taxes identified in audits to help cover the cost of city services delivered.	\$ 654,000	\$ 890,000	\$ 700,000	\$ 800,000	\$ 800,000

RESOURCE SUMMARY

Position Resources	26.00	26.00	26.00	25.00	25.00
Financial Resources					
General Fund	\$ 1,478,235	\$ 1,562,640	\$ 1,574,240	\$ 1,607,150	\$ 1,675,540

ACCOUNTING

MISSION STATEMENT: The Accounting Division maintains accurate and complete financial records; supplies meaningful and timely financial data that will inform and assist the public, city management, and investors; prepares financial reports related to all debt, grant, and contractual agreements to avoid penalties and assessments and to preserve funding sources; pays employees on time and in compliance with all federal, state, and city regulations; and pays vendors accurately and on time to encourage favorable future contract terms and to take advantage of early payment discounts.

KEY MEASURES OF PERFORMANCE**Key Outputs**

Pay vendor invoices.

• Invoices paid	187,000	190,000	190,000	190,000	190,000
Issue employee paychecks and prepare related reports and remittances.					
• Paychecks issued	193,000	190,000	190,000	190,000	190,000
• Reports/remittances prepared	11,063	12,000	12,000	12,000	12,000

FINANCE

Accounting (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Issue financial and personnel-related reports.					
• Comprehensive Annual Financial Report	1	1	1	1	1
• Grant/compliance/regulatory reports	356	380	380	380	380
• Scheduled management reports	239	350	350	250	250
• Special requests	186	180	180	180	180
Key Outcomes					
Pay vendor invoices within seven calendar days of receipt of authorization.	99%	99%	99%	99%	99%
Pay all employees and related payroll taxes on time.	100%	100%	100%	100%	100%
Issue reports within required or committed time frame.	99%	99%	99%	99%	99%

RESOURCE SUMMARY

Position Resources	37.00	37.00	37.00	35.00	35.00
Financial Resources					
General Fund	\$ 1,633,382	\$ 1,723,830	\$ 1,741,060	\$ 1,812,630	\$ 1,880,390

TREASURY/PENSION

MISSION STATEMENT: The Treasury/Pension Division processes all payments and deposits all revenues received from the public and from other city departments in an accurate and timely manner; operates remote cashier stations for public convenience when making payments; manages the investments of the city, the retirement system, and the deferred compensation plan in an effective manner; maintains accurate and complete records pertaining to the accrual and payment of retirement and deferred compensation benefits; and improves participant knowledge of retirement benefits by providing summary plan descriptions, retirement planning seminars, and responses to employee and retiree inquiries.

KEY MEASURES OF PERFORMANCE

Key Outputs

Operate remote cashier stations for the convenience of the public when making payments.

• Number of payments taken at remote cashier stations	174,000	185,000	180,000	180,000	180,000
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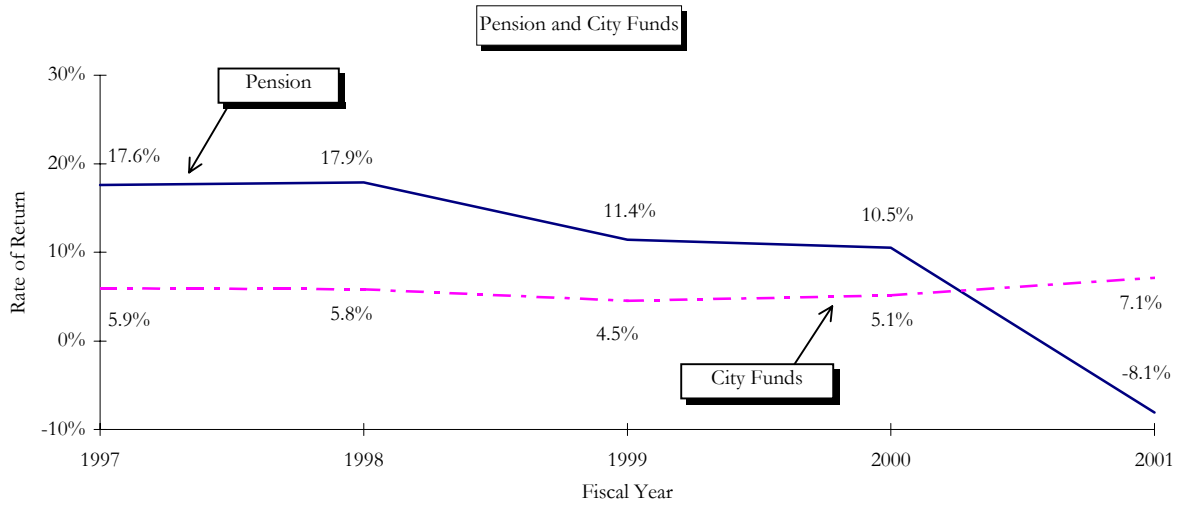
Treasury/Pension (Continued)**KEY MEASURES OF PERFORMANCE**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Provide advance retirement planning for employees by conducting individual and group retirement planning sessions.					
• Individual retirement planning sessions conducted	260	200	270	300	320
• Group retirement/deferred compensation sessions conducted	45	40	45	45	45
Maintain accurate records on accrual and payment of retirement and deferred compensation benefits.					
• Number of employee records maintained	9,086	9,000	9,200	9,300	9,500
Key Outcomes					
Process and deposit utility payments, tax, license, and other city revenue.					
• Total number of payments processed (000s)	2,694	2,700	2,750	2,900	3,000
• Percent of utility payments processed same day as received	82%	85%	85%	85%	85%
• Percent of tax, license, and other payments processed same day as received	100%	100%	100%	100%	100%
Enhance employees' retirements by increasing participation in the Deferred Compensation Program through education outreach programs.					
• Percent of eligible employees participating in deferred compensation	55%	60%	60%	60%	60%

RESOURCE SUMMARY

Position Resources	29.00	29.00	29.00	27.00	27.00
Financial Resources					
General Fund	\$ 962,961	\$ 974,810	\$ 930,460	\$ 1,056,050	\$ 1,095,870

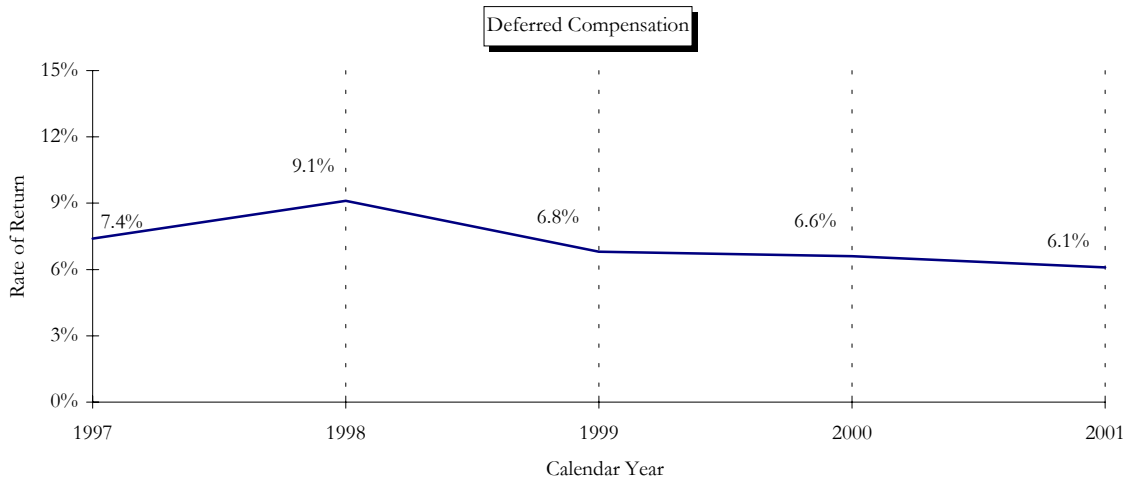
FIVE-YEAR CITY INVESTMENT RETURNS



Investment Objectives

Pension: diverse mix of assets to provide high, long-term return.
 City Funds: short-term, safe, liquid investments to meet the city's on-going cash needs.

FIVE-YEAR CITY INVESTMENT RETURNS



Investment Objective

Invest in U.S. Government and high-quality corporate bonds that generate a stable income for participants.

REVENUE

MISSION STATEMENT: The Revenue Division administers the city tax code to generate revenue for financing city services in a manner that is accountable and responsive to the public; collects delinquent city receivables in a way that balances both fiscal responsibility and fair collection practices; and develops city revenue projections, which are instrumental to the annual budgetary decision making process.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Issue new licenses and bill accounts.					
• New licenses issued	8,555	9,000	8,500	8,000	7,700
• Accounts billed	475,804	450,000	475,000	450,000	430,000
Resolve delinquent accounts to either recover money owed or determine that accounts are uncollectable.					
• Number of delinquent accounts in inventory	31,300	32,000	32,000	30,000	30,000
Provide updated revenue projections for the current and next fiscal years.	4	5	4	4	4
Key Outcomes					
Collect business sales taxes and occupational license fees (\$000s).	\$ 174,060	\$ 170,000	\$ 174,000	\$ 165,000	\$ 157,000
Collect delinquent taxes (\$000s).	\$ 3,619	\$ 2,800	\$ 3,200	\$ 3,200	\$ 3,200
Collect other delinquent receivables (\$000s).	\$ 1,436	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Resolve delinquent accounts.	14,040	12,700	14,000	14,000	14,000

RESOURCE SUMMARY

Position Resources	43.25	43.25	43.25	42.00	42.00
Financial Resources					
General Fund	\$ 2,134,467	\$ 2,283,950	\$ 2,295,610	\$ 2,422,570	\$ 2,502,940

RISK MANAGEMENT

MISSION STATEMENT: The Risk Management Division administers and funds a risk management program to ensure continuity of city service and programs and to avoid or minimize the cost of risk to the city by the identification of hazards and the application of effective risk control measures to protect property and prevent injuries to employees and the public.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Process claims made against the city.					
• Liability claims processed	925	950	950	950	950
• Workers' compensation claims processed	950	975	975	1,000	1,000
• Third party claims processed	305	325	325	375	375
Produce management claim reports on a monthly basis.	12	12	12	12	12
Conduct safety training and inspections to meet federal and state Occupational Safety and Health Administration (OSHA) standards and regulations.					
• Employees trained	5,000	6,000	6,000	6,000	6,000
• Training sessions conducted	250	325	325	325	325
• Inspections conducted	400	550	550	550	550
Key Outcomes					
Receive no OSHA citations and fines.					
• Citations received	-0-	-0-	42	-0-	-0-
• Cost of fines served	\$ -0-	\$ -0-	\$ 110,000	\$ -0-	\$ -0-

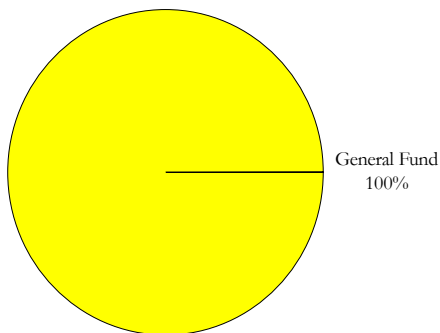
RESOURCE SUMMARY

Position Resources	11.00	12.00	12.00	12.00	12.00
Financial Resources					
Risk Management/Self Insurance Fund*	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-

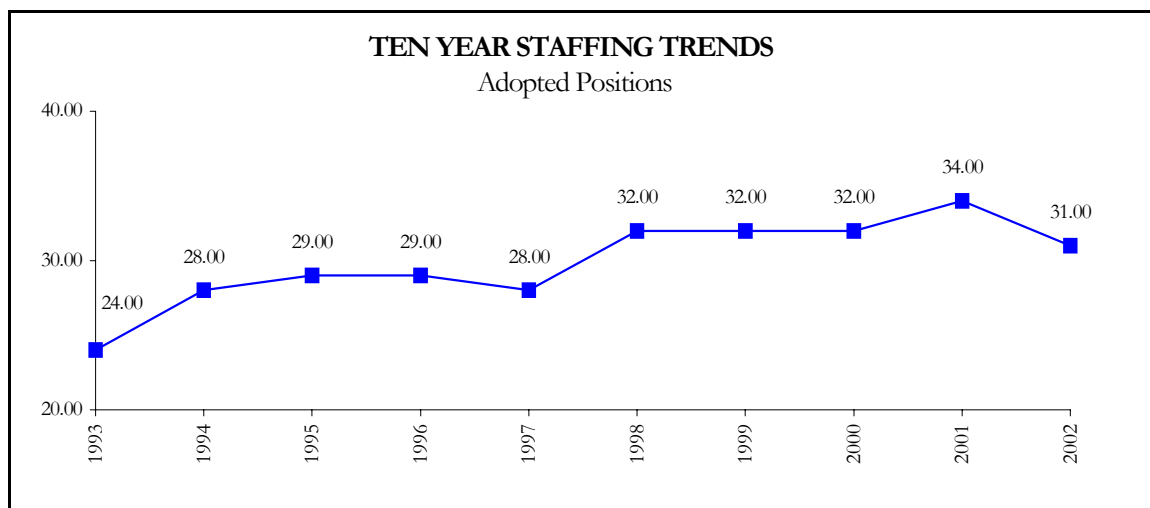
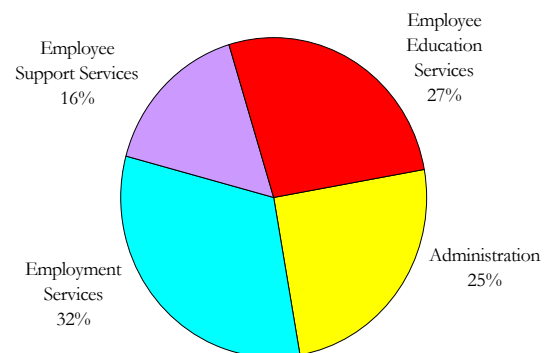
*The net budget for Risk Management is zero because the city is self-insured for workers' compensation and public liability insurance. Costs are recovered by charging other departments through interactivity transfers using rates based on loss experience. See Appendix B for budget details.



FINANCING PLAN



PROGRAM ALLOCATION



*Employment Services was previously titled Employment and Compensation, Employee Support Services was previously titled Employee Benefits and Records, and Employee Education Services was previously titled Employee Development.

HUMAN RESOURCES

MISSION STATEMENT: To ensure that highly qualified individuals are recruited, educated, developed, and retained for all city departments that, in turn, provide service to the community.

OVERVIEW

The Human Resources Department is the centralized personnel source for the City of Tucson, serving city departments and offices by recruiting, training, and retaining a highly qualified and diverse workforce. The department provides personnel policy development, administration, direction, and guidance to the organization and is responsible for effectively communicating with employees and applicants regarding their rights, responsibilities, opportunities, and benefits. Personnel services are delivered to all levels of the organization through the divisions of Administration, Employment Services, Employee Support Services, and Employee Education Services. The department provides staff support to the city's Civil Service Commission for appeal hearings and for all employee grievance committee hearings.

DEPARTMENT HIGHLIGHTS

The Native American Employment Program continues to be successful. Partnerships are being formed with social service agencies and school systems to provide employment experiences to students, and to broaden the pool of Native American applicants for city jobs.

A curriculum for Seven Habits of Highly Effective People is included in many training programs. This training is designed to help managers, supervisors, and staff achieve their greatest potential and to see themselves as responsible and accountable, both personally and organizationally.

The Waters Consulting Group was hired in 2001 to perform a comprehensive compensation and classification study during 2001. This study reflected the quality of the City of Tucson workforce and made recommendations for appropriate classification and compensation.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Organizational Support

The Human Resources Department serves and supports all departments in the organization. Providing effective personnel services to city departments allows those departments to provide needed services to the community.



Goal: Better Alternatives to Automobile Transportation

Telecommuting provides a viable and accessible alternative to automobile transportation, thus reducing air pollution, greenhouse gas production, and overall traffic congestion. The Human Resources Department supports and facilitates training for the employee telecommuting program. In its fourth year of operation, the program is gaining momentum as an increasing number of employees participate.

HUMAN RESOURCES

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	6.00	5.00	5.00	4.00	4.00
Employment Services*	16.00	15.00	15.00	14.00	14.00
Employee Support Services*	6.00	6.00	6.00	6.00	6.00
Employee Education Services*	5.00	5.00	5.00	5.00	5.00
Organizational Development	1.00	-0-	-0-	-0-	-0-
Department Total	34.00	31.00	31.00	29.00	29.00

FINANCIAL SUMMARY

Administration	\$ 581,126	\$ 767,230	\$ 767,230	\$ 744,620	\$ 761,680
Employment Services	953,184	1,037,270	1,037,270	957,550	987,420
Employee Support Services	389,861	430,580	430,580	470,710	493,840
Employee Education Services	795,011	835,250	835,250	804,410	785,460
Organizational Development	205,382	-0-	-0-	-0-	-0-
Department Total	\$ 2,924,564	\$ 3,070,330	\$ 3,070,330	\$ 2,977,290	\$ 3,028,400

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,874,406	\$ 1,870,430	\$ 1,870,430	\$ 1,858,380	\$ 1,941,730
Services	735,648	970,840	970,840	879,370	847,630
Commodities	272,020	259,670	259,670	251,830	252,330
Equipment	29,447	-0-	-0-	-0-	-0-
Other	13,043	(24,500)	(24,500)	6,500	6,500
Inter-Activity Transfers	-0-	(6,110)	(6,110)	(18,790)	(19,790)
Department Total	\$ 2,924,564	\$ 3,070,330	\$ 3,070,330	\$ 2,977,290	\$ 3,028,400

SOURCE OF FUNDS

General Fund	\$ 2,924,564	\$ 3,070,330	\$ 3,070,330	\$ 2,977,290	\$ 3,028,400
Department Total	\$ 2,924,564	\$ 3,070,330	\$ 3,070,330	\$ 2,977,290	\$ 3,028,400

*Employment Services was previously called Employment and Compensation, Employee Support Services was previously called Employee Benefits and Records, and Employee Education Services was previously called Employee Development.

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$2,977,290 reflects a decrease of \$93,040 from the Fiscal Year 2002 Adopted Budget. This reduction includes two full-time positions and reductions in recruitment and training budgets. Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$3,028,400 includes an increase of \$51,110 from Fiscal Year 2003, primarily for pay adjustments and rate increases for fringe benefits.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides policy direction and guidance to all city supervisors, managers, and employees in personnel matters involving employee and labor relations to ensure consistent, fair, and equitable treatment of employees and job applicants.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide administrative staff support to the Civil Service Commission.					
• Number of quarterly and special business meetings	6	6	6	6	6
• Number of disciplinary appeal hearings	9	10	13	10	12
• Number of staff hours spent in support of Civil Service Commission activities	486	500	560	500	550
Provide facilitation services for grievance hearings.					
• Number of grievances facilitated	7	5	10	12	15
• Number of staff hours spent facilitating	140	100	200	240	300
Administer four union agreements for police, fire, labor/trades and administrative, professional, technical, and clerical employees.					
• Number of eligible police union members	932.0	883.0	954.0	950.5	950.5
• Number of eligible fire union members	400	500	500	502	523
• Number of eligible labor/trade union members	925	968	968	968	968
• Number of eligible administrative, professional, technical, and clerical union members	N/A	1,360	1,360	1,360	1,360

HUMAN RESOURCES

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Review and update civil service rules and administrative policies regarding personnel matters.	20	10	10	10	10

Key Outcomes

Provide policy direction and guidance on employee and labor relations to city management.

• Civil service appeal decisions in support of management actions	80%	90%	90%	90%	90%
• Grievance committee decisions in support of management actions	90%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	6.00	5.00	5.00	4.00	4.00
Financial Resources					
General Fund	\$ 581,126	\$ 767,230	\$ 767,230	\$ 744,620	\$ 761,680

EMPLOYMENT SERVICES

MISSION STATEMENT: The Employment Services Division provides qualified candidates for employment to city departments through the recruitment and testing of applicants to improve the city's ability to provide services to the community.

KEY MEASURES OF PERFORMANCE

Key Outputs

Manage the employee selection processes.

• Process all applications for permanent city jobs	7,902	9,000	9,000	9,000	9,000
• Provide departments with qualified candidates	4,177	3,500	4,000	4,000	4,000
• Complete civil service recruitment and testing processes	127	120	120	125	125
• New employees hired	563	400	400	400	400

Employment Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide an effective recruitment process.					
• Percent of applicants for jobs that are satisfied with the service provided by the department	96%	90%	90%	90%	90%
• Percent of hiring supervisors satisfied with the quality of applicants referred for hiring consideration	95%	90%	90%	90%	90%
• Percent of employees passing their probationary period	91%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	16.00	15.00	15.00	14.00	14.00
Financial Resources					
General Fund	\$ 953,184	\$ 1,037,270	\$ 1,037,270	\$ 957,550	\$ 987,420

EMPLOYEE SUPPORT SERVICES

MISSION STATEMENT: The Employee Support Services Division supports the organization by providing employees, supervisors, and managers with a healthy, secure, and productive life through education and administration of comprehensive employee benefits and compensation programs, and maintenance of the personnel records system.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process payments and administer contracts for employee benefits programs.					
• Number of dental and medical contracts	13	10	10	8	12
• Number of employees eligible for benefits	4,850	5,000	5,000	5,010	5,025
• Number of retirees	1,510	1,510	1,510	1,500	1,500

HUMAN RESOURCES

Employee Support Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Process changes and benefit updates in the payroll system for all annual enrollments in benefit plans.					
• Number of status changes	4,500	4,750	4,750	4,500	4,500
• Number of open enrollment changes	2,500	3,000	3,000	2,500	5,000
• Number of enrollments for new employees	400	425	425	400	400
• Number of records converted for retirees	120	170	170	150	150
• Number of Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) insurance applications for employees who are terminating and dependents who are no longer eligible for benefits	180	100	100	110	110
Key Outcomes					
Provide employees with benefit information and related services.					
• Percent of surveyed employees reporting that they are “satisfied” or better with the service they received	90%	90%	90%	85%	90%
Ensure that all personnel actions are processed within ten working days.					
• Number of transactions	9,300	11,000	11,000	11,050	11,100
• Percent processed on time	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	6.00	6.00	6.00	6.00	6.00
Financial Resources					
General Fund	\$ 389,861	\$ 430,580	\$ 430,580	\$ 470,710	\$ 493,840

EMPLOYEE EDUCATION SERVICES

MISSION STATEMENT: The Employee Education Services Division enhances and improves the skills, effectiveness, and motivation of city employees by providing educational programs that enable employees to develop their capabilities and build productive workplaces.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Provide training programs in the areas of customer service, communication, leadership, new employee orientation, and professional and occupational skill development.					
• Number of participants	1,644	1,500	1,500	1,375	1,250
• Hours of training provided	19,892	25,000	25,000	24,200	23,150
Provide city departments with supervisory and pre-supervisory training programs.					
• Number of participants	125	210	210	236	210
• Hours of training provided	9,758	10,500	10,500	12,300	10,500
Key Outcomes					
Provide training to improve employee productivity and effectiveness.					
• Percent of all participants (supervisory and non-supervisory) who indicated improvement in job performance as a result of training received	95%	92%	92%	95%	95%
• Percent of supervisors rating employee performance improvement for those who attended series programs of more than two days duration	75%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	5.00	5.00	5.00	5.00	5.00
Financial Resources					
General Fund	\$ 795,011	\$ 835,250	\$ 835,250	\$ 804,410	\$ 785,460

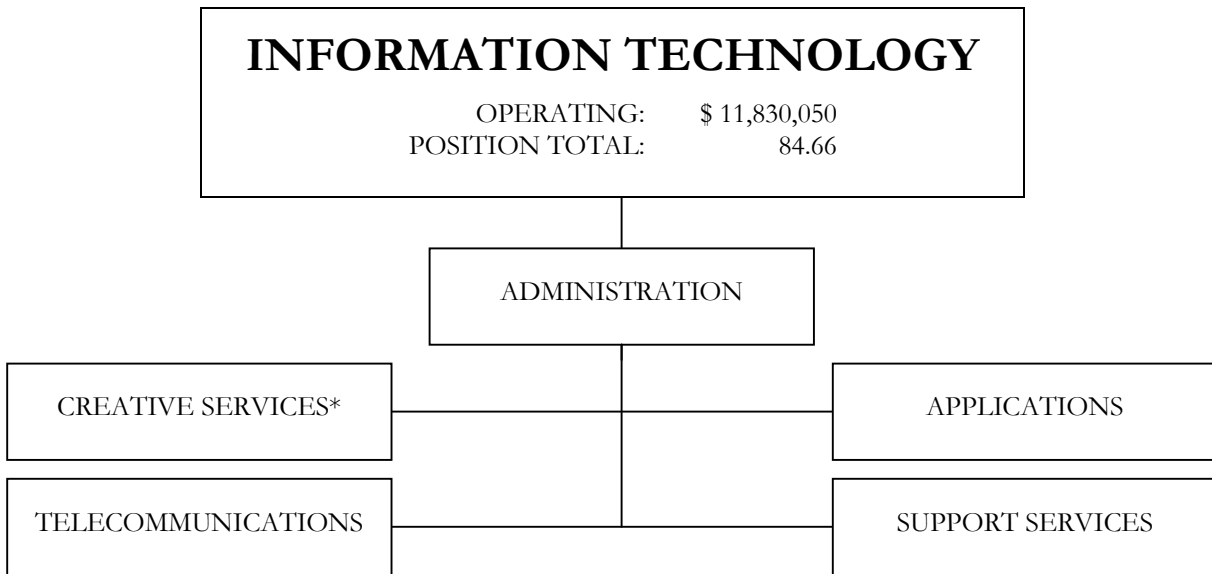
HUMAN RESOURCES

ORGANIZATIONAL DEVELOPMENT*

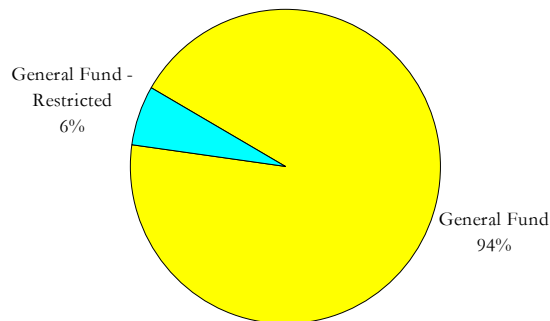
RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	1.00	-0-	-0-	-0-	-0-
Financial Resources					
General Fund	\$ 205,382	\$ -0-	\$ -0-	\$ -0-	\$ -0-

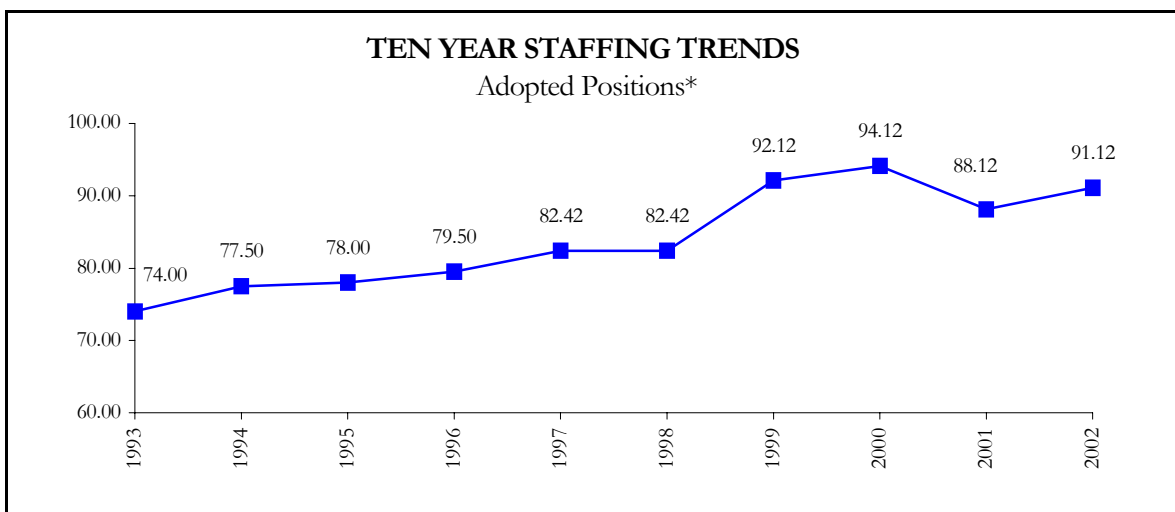
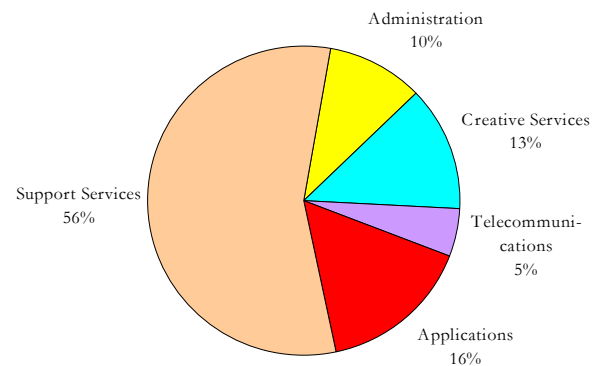
*The Organizational Development Division was transferred to the City Manager in Fiscal Year 2002.



FINANCING PLAN



PROGRAM ALLOCATION



*During Fiscal Year 2002, Creative Services was realigned as a division of the Information Technology Department. Prior to the realignment, it was the Community Relations office under the Support Services group. For comparative purposes, the combined staffing levels are shown.

INFORMATION TECHNOLOGY

MISSION STATEMENT: To partner with other organizations and lead in the delivery of effective government services.

OVERVIEW

The Information Technology (IT) Department is the City of Tucson's central technology provider. The department's responsibilities are organized around the philosophy that a central technology department should provide those services requiring an enterprise view, and assist departments in providing those services requiring specialty knowledge, such as business system support. To this end, the department has two primary responsibilities. The first is to provide the central information technology services required by city departments and offices, including data center operations, network services, business application development and maintenance, end user support for personal computers (PCs), strategic technology investigation, project oversight, and contract administration for the city's telecommunications providers. The second is to provide the vision, leadership, and skills that will enable the City of Tucson to benefit from technological innovation and improve service to the community.

The Information Technology Department focuses on creating and managing a citywide integrated information network, shared by all levels of city government and where appropriate, by the public. The department is organized into five divisions: Administration, Creative Services, Telecommunications, Applications, and Support Services. Services provided to all city departments include information strategy consulting, e-mail, and support for core city business applications, high-speed data communications, and video and graphics production. This support provides city employees greater access to information, more efficient ways to transact city business, and easier communication avenues both with city departments and with community members. The department also promotes the development and expansion of Tucson's telecommunications infrastructure, and serves as liaison to the Mayor and Council's Telecommunications Policy and Advisory Committee (TelePAC) and the Access Tucson board of directors.

During Fiscal Year 2002, Community Relations was realigned as a division of the Information Technology department and renamed Creative Services. Prior to the realignment, it was a separate office under the Support Services group.

DEPARTMENT HIGHLIGHTS

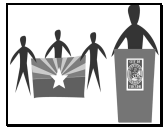
The department is an active and visible participant in the community, and an important voice in the city regarding electronic government strategies. The department, in partnership with other city departments, will help the city apply technology solutions to leverage limited resources. The department will also contribute to technology-related economic development efforts throughout the community. To this end, the department will:

- Pursue the city's electronic government strategy by implementing pilot systems that provide a foundation for electronic service delivery. This includes an electronic payment system that allows the city to accept payments over the Internet and a constituent relationship management system.
- Maximize the city's information technology investments by forming an IT Customer Advisory Board and working with the board to prioritize and integrate IT projects.
- Continue to work with the Information Technology Association of Southern Arizona (ITASA), the Tucson Chamber of Commerce, the Greater Tucson Economic Council, and other community partners to assist local businesses in both understanding and using technology, and expanding their markets.

Department Highlights (Continued)

- In partnership with the Operations Department, continue to manage and expand the City of Tucson's community data network. The community data network is the city's future voice, data, and video communications infrastructure. It connects 90 facilities, including all city buildings, neighborhood centers, libraries, and schools. Citizens can access this high-speed network from public computers located in neighborhood centers and libraries.
- Increase the city's ability to analyze complex, interrelated community information using Geographic Information Systems (GIS). The department will accomplish this by continuing to support the city's award-winning GIS cooperative with systems and database expertise, and expanding the city's citizen information system, City Scan.
- Continue to assist city departments implementing new business systems, including the budget and procurement systems. These new systems will dramatically enhance productivity and responsiveness.
- Serve as the coordinator for the Telecommunications Policy and Advisory Committee (TelePAC). This advisory group, commissioned by the Mayor and Council, provides recommendations regarding telecommunications policy.
- Lead the countywide effort to create a regional telecommunications authority that will, for the first time, provide a consistent regulatory approach for telecommunications companies doing business in the region.
- Develop cooperative agreements with telecommunications providers to share the cost of burying cable.
- Continue the Technical Intern Program, which provides training and technical employment for students from Pima Community College, the University of Arizona, and Tucson area high schools.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Information Technology Department is dedicated to ensuring citizens have access to electronic government services. Through the TelePAC, the department has actively engaged the community in defining telecommunication goals. Applying cost-effective technologies like GIS, the department promotes resource sharing among city, county, and state organizations, and improves service delivery. The City of Tucson Internet home page provides Tucson citizens information instantly and allows them to submit comments or questions to policymakers. The department is also leading the city's efforts to provide government services over the Internet.

Creative Services notifies the public and encourages public participation by producing live Mayor and Council meetings on Channel 12; listing community events and public notifications in *CityPage* in the Sunday newspaper; ensuring direct access to city offices through the *InfoGuide* (a city service directory); providing 24-hour access to city information plus on-line opportunities for citizen feedback through the city's Web site; and promoting city events and services available to the public on the *Topic of Tucson* television program.



Goal: Excellent Public Education

Advances in information technology emphasize the importance of lifelong learning. Educational institutions, including libraries and museums, are rethinking their approach to education and their support of nontraditional students. The Information Technology Department supports these efforts by providing high-speed Internet access to local libraries and neighborhood centers across a single network. The department is also working in a collaborative partnership to connect high schools, Pima Community College, and the University of Arizona through an educational network.

Support For Livable Tucson Goals (Continued)



Goal: Better Paying Jobs

The department is preparing residents for better paying jobs through the Technical Intern program. The program provides students hands-on training in not only technical skills, but also the professional skills, such as project management and leading and participating in project teams, that are in such high demand in today's job market. Interns from Pima Community College, the University of Arizona, and Tucson area high schools earn a salary above the living wage and network with other interns as they prepare for the workplace.

Using public systems at libraries, council offices, and neighborhood centers, citizens can access the Internet to identify opportunities and prepare themselves for high-paying jobs in technology-dependent industries.

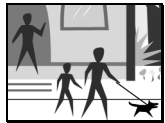
Surplus hardware is donated to local non-profit organizations that work with citizens to further technical skill development.



Goal: Strong Local Business

The department is a strong partner in the community-wide program to attract technology companies to Tucson. As a leader in the Information Technology Association of Southern Arizona (ITASA), the department is helping local businesses understand and use technology, and expand markets for their products. The department is an important voice in city policy regarding electronic commerce.

Working with TelePAC, the department is also forming telecommunications policies that encourage a robust, community wide communications infrastructure essential to competing in today's global markets.



Goal: People Oriented Neighborhoods

Creative Services promotes neighborhood activities in *CityPage* calendars and notifications, links to neighborhood Web sites and activities, announcements on the Channel 12 graphic bulletin board, and video stories on *CityNews*. In addition, Creative Services provides on-going assistance with public awareness for Back to Basics projects.



Goal: Successful Downtown

Creative Services provides calendars for downtown events in *CityPage* and on the Channel 12 graphic bulletin board. Creative Services also produced a half-hour video documentary, *Rio Nuevo, Heart of the City*, for broadcast on Channel 12, a full-color Rio Nuevo brochure for community meetings, and a Rio Nuevo Web site featuring information that is updated several times a month. In addition, Creative Services produces a monthly video feature story on downtown businesses, arts, and culture which can be seen on *Tucson Journal* and continually highlights organizations that are helping to revitalize the downtown on *Topic of Tucson*.

INFORMATION TECHNOLOGY

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	12.50	12.50	11.50	9.50	9.50
Creative Services*	14.00	14.00	14.00	13.00	13.00
Telecommunications	2.00	2.00	2.00	2.00	2.00
Applications	23.00	23.00	23.00	23.00	23.00
Support Services	34.00	34.00	34.00	35.00	35.00
Permanent Total	85.50	85.50	86.50	82.50	82.50
NON-PERMANENT					
Creative Services*	3.12	3.12	1.66	1.66	1.66
Applications	2.00	2.00	2.00	-0-	-0-
Support Services	0.50	0.50	0.50	0.50	0.50
Non-Permanent Total	5.62	5.62	2.16	2.16	2.16
Department Total	91.12	91.12	88.66	84.66	84.66

FINANCIAL SUMMARY

Administration	\$ 1,246,738	\$ 1,232,060	\$ 1,188,500	\$ 1,195,950	\$ 947,040
Creative Services*	1,203,964	1,455,720	1,419,050	1,517,970	1,485,810
Telecommunications	551,848	911,130	740,480	598,070	555,630
Applications	1,630,182	1,844,290	1,844,290	1,840,250	1,910,020
Support Services	5,667,198	6,776,000	6,767,200	6,677,810	6,593,080
Department Total	\$ 10,299,930	\$ 12,219,200	\$ 11,959,520	\$ 11,830,050	\$ 11,491,580

CHARACTER OF EXPENDITURES

Personal Services	\$ 5,441,298	\$ 5,780,360	\$ 5,780,360	\$ 5,862,450	\$ 6,136,330
Services	3,018,678	4,467,560	4,264,750	4,343,510	4,075,280
Commodities	1,004,752	1,840,840	1,830,840	1,599,470	1,507,100
Equipment	1,397,375	1,105,860	946,990	796,930	603,460
Other	-0-	(112,000)	-0-	-0-	-0-
Inter-Activity Transfers	(562,173)	(863,420)	(863,420)	(772,310)	(830,590)
Department Total	\$ 10,299,930	\$ 12,219,200	\$ 11,959,520	\$ 11,830,050	\$ 11,491,580

*During Fiscal Year 2002, Creative Services was realigned as a division of the Information Technology Department. Prior to the realignment, it was the Community Relations office under the Support Services group. For comparative purposes, prior expenses and budgets are included.

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 10,072,342	\$ 11,632,330	\$ 11,495,650	\$ 11,129,550	\$ 10,892,080
General Fund - Restricted	227,588	586,870	463,870	700,500	599,500
Department Total	\$ 10,299,930	\$ 12,219,200	\$ 11,959,520	\$ 11,830,050	\$ 11,491,580

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$11,830,050 reflects a decrease of \$389,150 from the Fiscal Year 2002 Adopted Budget, including 6.46 positions. The significant changes to expenditures are as follows:

- ◆ To improve management and expansion of the city fiber network, non-maintenance functions are now budgeted in Information Technology with the maintenance function in the Operations Department. Information Technology and Operations will continue to coordinate efforts in the expansion and maintenance of the city network.
- ◆ In order to consolidate communication and information functions, the video and graphics functions of Creative Services has been transferred into Information Technology. Prior to the reorganization non-permanent staff was reduced by 1.46 positions.
- ◆ Upgrades to software, hardware, and other related items have been deferred. This resulted in savings of close to \$1,000,000 and the reduction of two systems analyst positions.
- ◆ One project manager and two systems analysts have been transferred to the Development Services Department to assist with improvements to public service and operational efficiencies through the use of advanced technology.

Funding for annual merit and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$11,491,580 includes a decrease of \$338,470 from Fiscal Year 2003, primarily due to completion of the current phase of the city I-Net project. Pay adjustments and related personnel rate increases are also included.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides leadership, strategic direction, planning, and support in the development and use of information technology.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Establish a technical foundation for e-government services and implement timely pilot programs.					
• Number of projects	4	4	6	4	4
• Percent of projects completed on time	100%	80%	100%	80%	80%
Ensure information technology programs are effective, on time, and within budget by creating and applying technical and project standards.					
• Percent of acquisition projects reviewed within five days	90%	95%	95%	95%	95%
• Number of pilot projects	1	1	3	4	4
Ensure technology support roles and responsibilities are defined through service agreements with customer departments.					
• Percent of customer departments with service agreements	20%	80%	100%	100%	100%
Provide trained employees to meet the evolving technology needs of customer departments.					
• Percent of employees with training plan	10%	50%	10%	15%	15%
Key Outcomes					
Improve government services by providing appropriate technical solutions.					
• Percent of decrease in telephone inquiries to the Development Services Department about development activity due to online availability of data	1%	10%	10%	15%	30%
• Percent of customers accessing on-line inspection information	2%	30%	10%	20%	30%
• Number of customers accessing on-line telephone directory	1,500	6,000	2,000	6,000	7,000

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
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Key Outputs

Improve the technical skills of Tucson's workforce through the Technical Intern Program.

• Number of interns participating in the program	10	10	10	12	12
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RESOURCE SUMMARY

Position Resources	12.50	12.50	11.50	9.50	9.50
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Financial Resources

General Fund	\$ 1,246,738	\$ 1,232,060	\$ 1,188,500	\$ 1,195,950	\$ 947,040
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CREATIVE SERVICES*

MISSION STATEMENT: The Creative Services Division is responsible for assisting departments and offices in reaching the public with specific city information and encouraging citizens to get involved in their city government. These tasks are accomplished by producing a variety of television programs which highlight the work of city departments and the weekly deliberations of the Mayor and Council, creating graphic and written materials that explain city services, working with the media to cover city stories, designing and writing an Internet Web site, and publishing a weekly CityPage of events and activities that encourages public participation.

KEY MEASURES OF PERFORMANCE

Key Outputs

Assist city departments and offices by producing educational information and providing up-to-the-minute news to citizens and other key audiences.

• Produce live coverage for Mayor and Council meetings (hours)	361	280	360	360	360
• Create video programs: Topic of Tucson, Tucson Journal, CityNews, Pet Connection, public service announcements, and training shows	102	136	90	90	90
• Create <i>Community Bulletin Board</i> messages on Channel 12	377	460	400	400	400

*During Fiscal Year 2002, Creative Services was realigned as a division of the Information Technology Department. Prior to the realignment, it was the Community Relations office under the Support Services group. For comparative purposes, key measures of performance and prior year expenditures and budget are included.

INFORMATION TECHNOLOGY

Creative Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Design graphics projects	625	650	630	630	630
• Generate press releases and calls to the media	160	N/A	260	260	260
• Produce <i>CityPage</i> columns for the <i>Arizona Daily Star</i>	283	224	270	270	270
• Create and post new <i>Hot Topics</i> on the city's Web site	255	250	280	280	280
• Respond to inquiries on the city's Web site	2,436	1,400	2,000	2,000	2,000

Key Outcomes

Provide citizens and other key audiences with information about City of Tucson programs and services and where to find more detailed city information to meet their needs.

• Percent of Cox Cable survey respondents familiar with programming on the city channel	97%	98%	98%	98%	98%
• Number of Cox Cable survey respondents who are regular/occasional viewers of Mayor and Council meetings	54,096	56,000	56,000	56,000	56,000
• Annual "hits" received on the city's Web site	492,444	500,000	500,000	500,000	500,000
• Number of city news stories covered by broadcast television and print media	445	600	450	450	450
• Percent of stray animals adopted after appearing on Channel 12's <i>Pet Connection</i>	97%	N/A	N/A	97%	97%

RESOURCE SUMMARY

Position Resources*	17.12	17.12	15.66	14.66	14.66
Financial Resources					
General Fund	\$ 1,203,964	\$ 1,455,720	\$ 1,419,050	\$ 1,142,970	\$ 1,160,810
General Fund - Restricted	-0-	-0-	-0-	375,000	325,000
Financial Resources Total	<u>\$ 1,203,964</u>	<u>\$ 1,455,720</u>	<u>\$ 1,419,050</u>	<u>\$ 1,517,970</u>	<u>\$ 1,485,810</u>

*During the realignment of Community Relations, one position was transferred to the City Manager's Office; for comparative purposes that position has been excluded from the summary.

TELECOMMUNICATIONS

MISSION STATEMENT: The Telecommunications Division monitors contracts, licenses, and leases to ensure city-licensed and franchised telecommunications service companies provide quality telecommunications services including voice, video, and data. The division promotes a robust telecommunications infrastructure in the Tucson community.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Ensure quality cable telecommunications services are provided to the community by effectively resolving all customer complaints not resolved by Cox Communications, monitoring the system expansion design and implementation, and working with Cox Communications to develop excellent customer service.					
• Number of complaints/inquiries	200	200	150	150	150
• Percent responded to within two working days	99%	99%	99%	99%	99%
• Percent resolved within 30 days	99%	99%	99%	99%	99%
• Number of joint meetings held with Cox Communications	N/A	12	12	12	12
Improve Tucson's economic development efforts, increase competition, and improve customer service by encouraging new telecommunications companies to submit license applications.					
• Number of providers inquiring about City of Tucson licensing	N/A	15	5	5	5
Promote, encourage, and process licenses for new cable television providers, competitive local exchange carriers, and long distance carriers.					
• Number of licensed cable companies	N/A	2	2	3	3
• Number of newly licensed competitive local exchange carriers	N/A	4	3	4	4
• Number of long distance carriers	N/A	15	15	15	16

INFORMATION TECHNOLOGY

Telecommunications (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Encourage telecommunications infrastructure expansion.					
• Estimated dollar value of fiber optic network expansion (\$000s)	N/A	\$ 61,250	\$ 20,000	\$ 20,000	\$ 20,000
• Number of cellular towers approved for installation on city property	N/A	6	3	5	5
Increase city telecommunications revenue by expanding current telecommunications services and adding new providers.					
• Total revenue (\$000s)	N/A	\$ 3,600	\$ 4,220	\$ 4,220	\$ 4,400
• Percent increase	N/A	13.0%	0.0%	0.0%	4.2%
Award and disburse community telecommunications grants funded through public access fund in consultation with TelePAC.					
• Number of grants	N/A	5	5	5	-0-
• Dollar value of grants	N/A	\$ 50,000	\$ 67,700	\$ 50,000	-0-

RESOURCE SUMMARY

Position Resources	2.00	2.00	2.00	2.00	2.00
Financial Resources					
General Fund	\$ 324,260	\$ 324,260	\$ 276,610	\$ 272,570	\$ 281,130
General Fund - Restricted	227,588	586,870	463,870	325,500	274,500
Financial Resources Total	<u>\$ 551,848</u>	<u>\$ 911,130</u>	<u>\$ 740,480</u>	<u>\$ 598,070</u>	<u>\$ 555,630</u>

APPLICATIONS

MISSION STATEMENT: The Applications Division ensures proper citywide coordination, utilization, and exploitation of existing and emerging technology for city departments and the citizens of Tucson by providing insight, counsel, project management, application development and implementation, database management, and on-going information technology support.

KEY MEASURES OF PERFORMANCE

Key Outputs

Complete all database projects within one week of scheduled date.

• Number of projects	60	60	60	60	60
• Percent of projects completed on time	90%	90%	90%	90%	90%

Complete all application projects within one week of scheduled date.

• Number of projects	60	80	80	70	70
• Percent of total projects	90%	90%	90%	90%	90%

Key Outcomes

Minimize disruption of normal city business and customer service provision by maintaining reliable system availability and timely information delivery to customers within pre-negotiated parameters.

• Number of projects maintained	120	120	120	120	120
• Percent maintained within parameters	90%	90%	90%	90%	90%

RESOURCE SUMMARY

Position Resources	25.00	25.00	25.00	23.00	23.00
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Financial Resources

General Fund	\$ 1,630,182	\$ 1,844,290	\$ 1,844,290	\$ 1,840,250	\$ 1,910,020
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SUPPORT SERVICES

MISSION STATEMENT: The Support Services Division ensures a stable and secure computing environment for city departments and staff by designing and providing reliable networks, help-desk services, desktop tool support, customer training, and timely printed materials.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Ensure mainframe, network, and all local area networks and servers managed by this division are available during prime-use hours (Monday through Friday, 7:00 a.m. - 6:00 p.m.).					
• Number of hours available	2,831	2,831	2,831	2,831	2,831
• Total prime-use hours	2,860	2,860	2,860	2,860	2,860
Process routine reports, customer notifications, and customer billings on schedule by maintaining system availability of 96% during non-prime-use hours (Monday through Friday, 6:00 p.m. - 7:00 a.m.).					
• Number of hours available	3,245	3,245	3,245	3,245	3,245
• Total non-prime use hours	3,380	3,380	3,380	3,380	3,380
Ensure accurate city financial reports and customer billings through accurate key-punching transactions.					
• Number of error-free transactions (000s)	878	878	878	878	878
• Total keypunch transactions (000s)	896	896	896	896	896
Provide for increased customer productivity by resolving support requests.					
• Number resolved at time of request	8,000	8,000	8,000	8,000	8,000
• Total number of requests for support	10,000	10,000	10,000	10,000	10,000
Maintain customer productivity by ensuring that desktop hardware service vendors respond to service requests within four hours.					
• Number responded to within four hours	335	335	335	350	350
• Total number of service requests	353	353	353	400	400

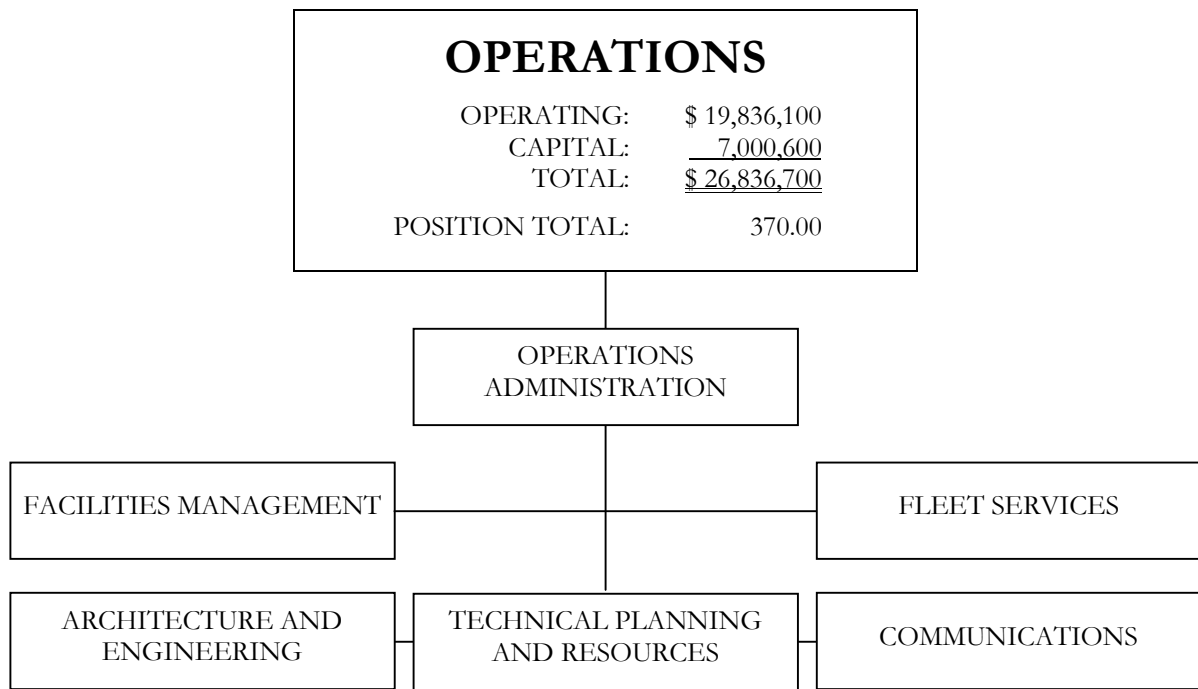
Support Services (Continued)

KEY MEASURES OF PERFORMANCE

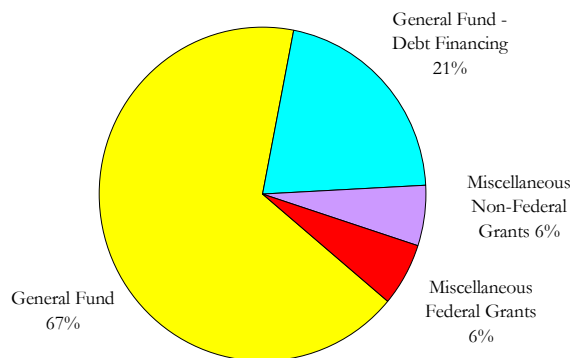
	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Ensure reliable and timely availability of computer hardware and software, and technical support for customers.					
• Percent of time local area networks and servers are available during prime-use hours (Monday through Friday, 7:00 a.m. - 6:00 p.m.)	99%	99%	99%	99%	99%
• Percent of customer calls for support resolved at time of call	60%	60%	60%	65%	70%
• Percent of on-site service calls responded to within four hours	95%	95%	95%	95%	95%

RESOURCE SUMMARY

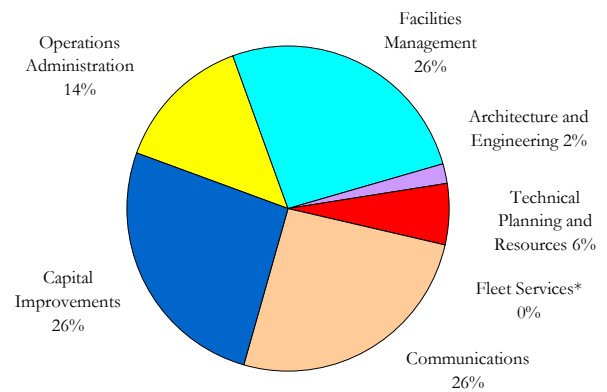
Position Resources	34.50	34.50	34.50	35.50	35.50
Financial Resources					
General Fund	\$ 5,667,198	\$ 6,776,000	\$ 6,767,200	\$ 6,677,810	\$ 6,593,080



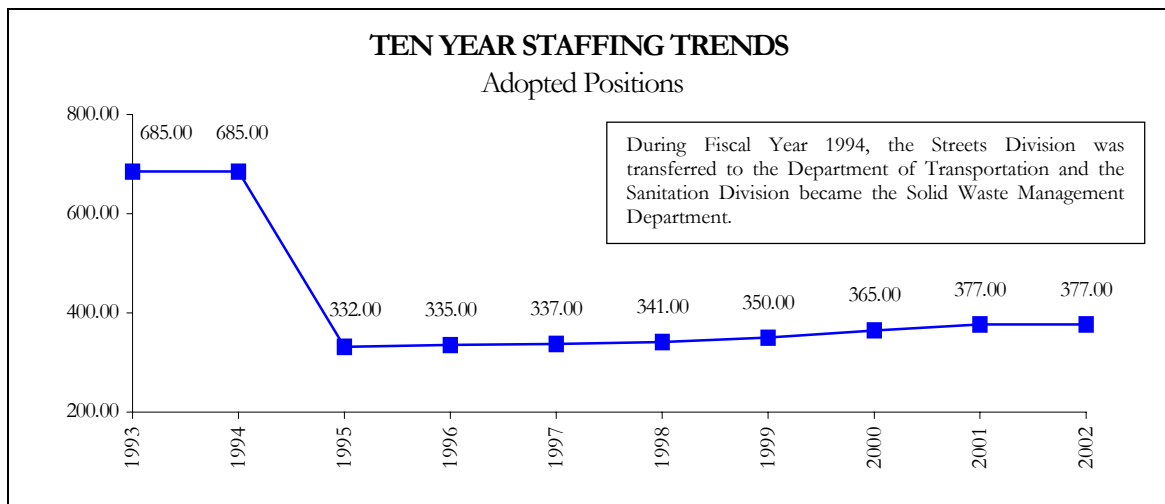
FINANCING PLAN



PROGRAM ALLOCATION



*See Appendix B for the Fleet Services pre-credit budget detail.



OPERATIONS

MISSION STATEMENT: To ensure effective, uninterrupted municipal services to city departments and the community by providing professionally operated and maintained public safety and general services communications systems, well-designed and maintained city facilities, efficiently-managed fleet acquisition and maintenance programs, and technical resources for energy management and telecommunication system development.

OVERVIEW

The Department of Operations consists of six divisions: Operations Administration, Facilities Management, Architecture and Engineering, Technical Planning and Resources, Fleet Services, and Communications. The Department of Operations provides city departments with building maintenance and repair; facility design and construction project coordination; fleet management including maintenance, repairs, fueling, and vehicle/equipment acquisition; public safety/general communications dispatching operations and communication systems maintenance; and technology planning and resources for energy management programs and telecommunication system development.

DEPARTMENT HIGHLIGHTS

The city's vehicle replacement program is in its eighth year of maintaining a modern and updated fleet.

The citywide Energy Stars Building Program performs energy audits, and designs and implements energy conservation strategies.

Construction is scheduled to begin August 2002 for the Midtown Multi-Service Center, a facility designed to use one-half or less the energy requirements of a typical facility of its type. Anticipated completion date is October 2003.

The District Heating and Cooling Project for Downtown Tucson (a centralized plant that takes advantage of the most advanced energy/cost savings technologies) will continue with Phase I implementation at the Tucson Convention Center, and Police and Fire Headquarters.

The department will continue with the design and installation of the Regional Emergency Communications System to replace the existing radio and support infrastructure in order to provide increased security and expand voice/data capabilities.

A long-range plan to reduce the present \$37 million deferred maintenance problem for facilities will be re-introduced.

SUPPORT FOR LIVABLE TUCSON GOALS



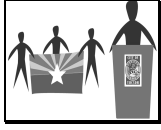
Goal: Safe Neighborhoods

The Communications Division provides the initial answering of 547,500 9-1-1 calls annually to police, fire, and medical emergencies. In addition, the division administers and operates the city's emergency medical dispatch function by providing pre-arrival instructions for citizens reporting medical emergencies.

The Communications Division also provides fire and medical dispatching services to the Tucson Fire Department, Avra Valley Fire District, Golder Ranch Fire District, and Northwest Fire District.

The Multi-Agency Mutual Aid Radio System maintained by the division provides 13 public safety agencies in the Tucson metropolitan area the ability to communicate with each other when providing emergency services.

Support for Livable Tucson Goals (Continued)



Goal: *Engaged Community and Responsive Government*

To promote state of the art technology, the Department of Operations is managing the development of 125 miles of fiber optic network that will connect 91 public buildings. Working with other city departments as well as with the University of Arizona, Pima Community College, and Tucson Unified School District, the network will provide enhanced voice, data, and video conferencing capabilities for public safety, educational, and neighborhood service uses.

The Architecture and Engineering Division ensures that the unique cultural and traditional fabrics of neighborhoods are respected and maintained relative to new public building construction, by conducting public meetings where citizen input concerning design is received.



Goal: *Clean Air and Quality Water*

The Fleet Services Division has numerous programs in place to reduce pollutants and waste materials. These programs include comprehensive, scheduled preventive maintenance services; annual emissions testing for all fleet units; alternative fuels for a portion of the vehicle fleet; and waste stream reduction.

The Communications Division provides 24-hour leak detection monitoring of 20 fuel storage tanks and associated piping.



Goal: *Efficient Use of Natural Resources*

The Department of Operations designs and implements energy management and conservation programs in city facilities for energy reduction and cost savings. Activities include energy saving lighting retrofits, solar applications, energy audits, and the use of energy-efficient construction materials and building equipment.

The Fleet Services Division manages a program promoting the use of alternative fuels. The program replaces gasoline and diesel-powered fleet vehicles with vehicles operating on compressed natural gas (CNG), a more abundant, less expensive resource than oil.

As mandated by the Mayor and Council, the Department of Operations is installing solar devices on city facilities over the next five years. The city's recognized savings from Tucson Electric Power's 1% rate cut is being reinvested for the promotion of solar energy.

Fleet Services also reduces fuel consumption related to fleet vehicle operations through its rightsizing procurement program, which is designed to match the most fuel-efficient vehicles to work requirements.

The Technical Planning and Resources Division furthers energy efficiency by educating both private sector and city staff designers, builders, and contractors, as well as city and county code officials, on the locally adopted Sustainable Energy Standard, which is 50% more rigorous than the Model Energy Code.



Goal: *Successful Downtown*

The Department of Operations is implementing a program to provide heating and cooling to downtown governmental and privately-owned facilities using a single physical plant. This will result in reduced energy costs for these buildings and serve as an economic incentive for future investment and new development in the downtown area.

Support for Livable Tucson Goals (Continued)



Goal: Organizational Support

The Department of Operations supports city departments by maximizing the hours of availability of facilities, fleet vehicles and off-road equipment, and communications systems.

The Department of Operations enables city departments to achieve their missions by ensuring the highest quality facility design and construction, and telecommunications/communications systems buildout.

Fleet Services reduces organizational maintenance costs associated with obsolete and/or aged vehicles by administering the city's fleet replacement program and administering an aggressive preventative maintenance program.

DEPARTMENT RESOURCES

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Operations Administration	11.00	11.00	11.00	10.00	10.00
Facilities Management	132.00	112.00	113.00	112.00	112.00
Architecture and Engineering	-0-	20.00	19.00	16.00	16.00
Technical Planning and Resources	11.00	11.00	11.00	11.00	10.00
Fleet Services	107.00	106.00	106.00	105.00	105.00
Communications	114.00	114.00	114.00	114.00	114.00
Permanent Total	375.00	374.00	374.00	368.00	367.00
NON-PERMANENT					
Architecture and Engineering	-0-	1.00	1.00	-0-	-0-
Technical Planning and Resources	1.00	1.00	1.00	1.00	1.00
Fleet Services	1.00	1.00	1.00	1.00	1.00
Non-Permanent Total	2.00	3.00	3.00	2.00	2.00
Department Total	377.00	377.00	377.00	370.00	369.00

OPERATIONS

Department Resources (Continued)

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Operations Administration	\$ 837,540	\$ 3,834,720	\$ 3,660,440	\$ 3,852,100	\$ 3,921,380
Facilities Management	7,419,433	7,084,690	6,584,690	7,024,380	7,301,690
Architecture and Engineering	343,083	614,590	614,590	525,160	559,390
Technical Planning and Resources	1,356,586	1,457,720	1,632,000	1,503,190	1,392,320
Fleet Services*	-0-	-0-	-0-	-0-	-0-
Communications	5,328,181	6,001,160	5,932,460	6,931,270	6,813,630
Operating Total	15,284,823	18,992,880	18,424,180	19,836,100	19,988,410
Capital Improvements	2,327,233	7,183,800	1,033,200	7,000,600	8,222,000
Department Total	\$ 17,612,056	\$ 26,176,680	\$ 19,457,380	\$ 26,836,700	\$ 28,210,410

CHARACTER OF EXPENDITURES

Personal Services	\$ 17,764,970	\$ 19,213,720	\$ 19,279,810	\$ 20,260,910	\$ 21,130,470
Services	12,512,913	20,336,600	19,610,920	19,531,560	19,552,570
Commodities	15,003,258	10,435,920	10,387,030	10,366,860	10,252,330
Equipment	339,759	8,656,460	6,005,480	8,970,700	9,774,690
Other	-0-	(151,000)	(151,000)	-0-	-0-
Inter-Activity Transfers	(30,336,077)	(39,498,820)	(36,708,060)	(39,293,930)	(40,721,650)
Operating Total	15,284,823	18,992,880	18,424,180	19,836,100	19,988,410
Capital Improvements	2,327,233	7,183,800	1,033,200	7,000,600	8,222,000
Department Total	\$ 17,612,056	\$ 26,176,680	\$ 19,457,380	\$ 26,836,700	\$ 28,210,410

SOURCE OF FUNDS

OPERATING FUNDS

General Fund	\$ 15,220,469	\$ 15,992,880	\$ 15,424,180	\$ 16,836,100	\$ 16,988,410
Miscellaneous Non-Federal Grants	624	1,500,000	1,500,000	1,500,000	1,500,000
Miscellaneous Federal Grants	63,730	1,500,000	1,500,000	1,500,000	1,500,000

Operating Funds Total	\$ 15,284,823	\$ 18,992,880	\$ 18,424,180	\$ 19,836,100	\$ 19,988,410
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CAPITAL FUNDS

General Fund	\$ 1,422,069	\$ 2,019,000	\$ 868,400	\$ 1,150,600	\$ -0-
General Fund - Debt Financing	-0-	5,000,000	-0-	5,850,000	8,222,000
Miscellaneous Non-Federal Grants	89,911	-0-	-0-	-0-	-0-
1984 General Obligation Bonds	815,253	164,800	164,800	-0-	-0-

Capital Funds Total	\$ 2,327,233	\$ 7,183,800	\$ 1,033,200	\$ 7,000,600	\$ 8,222,000
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Department Total	\$ 17,612,056	\$ 26,176,680	\$ 19,457,380	\$ 26,836,700	\$ 28,210,410
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*The net budget for Fleet Services is zero. Costs are recovered by charging other departments for vehicle acquisition and maintenance services through interactivity transfers. See Appendix B for budget details.

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$19,836,100 reflects an increase of \$843,220 from the Fiscal Year 2002 Adopted Budget. Although the total budget increased, certain functions were reduced including seven positions. The significant changes to expenditures are as follows:

- ◆ Facility maintenance and improvements are deferred resulting in staffing reductions of six positions.
- ◆ To improve management and expansion of the city fiber network, the maintenance function is now budgeted in Operations, and the non-maintenance function is budgeted in Information Technology. Information Technology and Operations will continue to coordinate efforts in the expansion and maintenance of the city network.
- ◆ Improvements in Fleet Services will result in savings of close to \$450,000 which is reflected in user department budgets. A reduction of one position is included in the savings.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

The capital budget is decreased \$183,200 for a Fiscal Year 2003 budget of \$7,000,600. Increased funding for the Emergency Communications System and Facility project is offset by completion of American with Disabilities Act and other building maintenance projects.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$19,988,410 includes an increase of \$152,310 from Fiscal Year 2003. Significant changes include:

- ◆ The Midtown Multi-Service Center facility is scheduled for completion in the second quarter of Fiscal Year 2004. Maintenance and other operating costs are included in Operations' budget.
- ◆ The Teaching Energy Conservation grant will be completed in Fiscal Year 2004 and a senior community services project coordinator position will be eliminated.

The capital budget includes additional funding of \$1,221,400 for a Fiscal Year 2004 budget of \$8,222,000, to continue the Emergency Communications System and Facility project.

OPERATIONS

OPERATIONS ADMINISTRATION

MISSION STATEMENT: The Operations Administration Division provides overall direction and management for six divisions and supports their efforts in the areas of budgeting, cost accounting, personnel management, environmental compliance, safety, and training.

KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Conduct in-house quarterly occupational safety and health inspections department wide.					
• Number of quarterly inspections	4	4	4	4	4
Ensure departmental accountability by administering major budget, procurement, and personnel systems.					
• Number of systems	3	3	3	3	3
Key Outcomes					
Continue to refine adopted customer service survey recommendations presented by department directors.					
• Facilities Design and Management	100%	100%	100%	100%	100%
• Architecture and Engineering	100%	100%	100%	100%	100%
• Technical Planning and Resources	100%	100%	100%	100%	100%
• Fleet Services	100%	100%	100%	100%	100%
• Communications	100%	100%	100%	100%	100%
Reduce occupational safety and health violations by conducting quarterly inspections.					
• Repeat violations identified/eliminated	27	12	12	10	10
• Percent of serious violations avoided	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	10.00	10.00
Financial Resources					
General Fund	\$ 836,916	\$ 834,720	\$ 834,720	\$ 893,420	\$ 921,380
Miscellaneous Non-Federal Grants	624	1,500,000	1,500,000	1,500,000	1,500,000
Miscellaneous Federal Grants	-0-	1,500,000	1,325,720	1,458,680	1,500,000
Financial Resources Total	\$ 837,540	\$ 3,834,720	\$ 3,660,440	\$ 3,852,100	\$ 3,921,380

FACILITIES MANAGEMENT

MISSION STATEMENT: The Facilities Management Division ensures a healthy, functional, aesthetic, and sustainable building environment for all city employees and the public by providing cost-effective facility management that responds to the long-term requirements of the city and is sensitive to user needs.

KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Respond to work requests received for routine building maintenance within 48 hours.					
• Number of requests received	39,000	40,000	40,000	41,000	42,000
Manage maintenance projects.					
• Number of projects managed	N/A	340	340	350	360
Key Outcomes					
Respond to work requests received for routine building maintenance within 48 hours.					
• Percent responded to within 48 hours	95%	95%	95%	95%	95%
Manage maintenance projects.					
• Percent of projects completed within 5% of estimated costs	N/A	98%	98%	98%	98%
Meet the requirements of customer departments by implementing all adopted suggestions relating to maintenance and minor alterations.					
• Percent of adopted suggestions implemented	100%	100%	100%	100%	100%

RESOURCE SUMMARY

Position Resources	132.00	112.00	113.00	112.00	112.00
Financial Resources					
General Fund	\$ 7,419,433	\$ 7,084,690	\$ 6,584,690	\$ 7,024,380	\$ 7,301,690

ARCHITECTURE AND ENGINEERING

MISSION STATEMENT: The Architecture and Engineering Division ensures a healthy, functional, aesthetic, and sustainable building environment for all city employees and the public by providing cost-effective facility designs that respond to the long-term requirements of the city, and are sensitive to user needs. The division ensures construction that is sound and complies with applicable requirements.

KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Manage major design projects that involve construction of new buildings, remodeling, and major maintenance projects.					
• Number of project designs managed	50	40	45	50	50
Manage construction projects involving new buildings, remodels, and renovation projects.					
• Number of projects managed	50	45	35	40	40
Conduct special architectural and planning studies on request.					
• Number of studies	60	40	40	45	45
Key Outcomes					
Manage major design projects that involve construction of new buildings, remodeling, and major maintenance projects.					
• Percent of designs managed within schedule and within budget	98%	98%	98%	98%	98%
Manage construction projects involving new buildings, remodels, and renovation projects.					
• Percent of projects completed within 5% of authorized construction costs	98%	98%	98%	98%	98%
Meet the requirements of customer departments for facility design and construction by implementing all adopted suggestions.					
• Percent of adopted suggestions implemented	100%	100%	100%	100%	100%

Architecture and Engineering (Continued)

RESOURCE SUMMARY

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	-0-	21.00	20.00	16.00	16.00
Financial Resources					
General Fund	\$ 343,083	\$ 614,590	\$ 614,590	\$ 525,160	\$ 559,390

TECHNICAL PLANNING AND RESOURCES

MISSION STATEMENT: The Technical Planning and Resources Division provides design and oversight of telecommunications (fiber optics, local area network and wide area network, microwave, and radio) for all city services, including Police, Fire, and emergency medical services. The division designs and implements energy management and conservation programs in city facilities for energy reduction and cost savings.

KEY MEASURES OF PERFORMANCE

Key Outputs

Review and manage energy projects (i.e., lighting, heating, cooling) for new or modified city facilities.

• Number of projects reviewed and managed	21	24	24	24	24
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Respond to requests for engineering and technical assistance from city offices.

• Number of requests	620	520	520	520	520
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Design and review telecommunication systems (fiber optics, local and wide area networks, microwave, and radio).

• Number of systems designed and reviewed	14	12	12	12	12
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Key Outcomes

Complete energy management and conservation enhancements throughout city facilities. Achieve an excellent rating for improvements through debriefings with end users on a project-by-project basis.

• Percent of projects receiving excellent rating	95%	95%	95%	95%	95%
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OPERATIONS

Technical Planning and Resources (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Achieve an excellent rating for services delivered by the division in a survey of department representatives.					
• Percent of services receiving excellent rating	100%	100%	100%	100%	100%
Reduce utility costs and pollution by creating energy efficient buildings.					
• Utility costs savings*	\$ 500,000	\$ 550,000	\$ 550,000	\$ 600,000	\$ 650,000
• Equivalent number of cars removed from roadway (pollution reduction)*	746	820	820	899	965

*Benchmarks adopted by the Environmental Protection Agency to measure energy efficiency.

RESOURCE SUMMARY

Position Resources	12.00	12.00	12.00	12.00	11.00
Financial Resources					
General Fund	\$ 1,292,856	\$ 1,457,720	\$ 1,457,720	\$ 1,461,870	\$ 1,392,320
Miscellaneous Federal Grants	63,730	-0-	174,280	41,320	-0-
Financial Resources Total	\$ 1,356,586	\$ 1,457,720	\$ 1,632,000	\$ 1,503,190	\$ 1,392,320

FLEET SERVICES

MISSION STATEMENT: The Fleet Services Division meets the transportation and equipment needs of city departments by providing effective maintenance and repair services, managing fuel operations, acquiring new vehicles and equipment, and operating city motor pools.

KEY MEASURES OF PERFORMANCE

Key Outputs

Perform scheduled vehicle maintenance services.

• Number of maintenance services performed	6,435	6,030	6,030	6,500	6,500
• Percent of preventive maintenance services performed on city fleet vehicles	94%	90%	90%	95%	95%

Acquire new vehicles to replace older vehicles.

• Number of replacement vehicles acquired	212	300	115	110	110
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Fleet Services (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Purchase new vehicles that operate on clean burning, less expensive, compressed natural gas (CNG).					
• Number of CNG vehicles purchased	8	12	9	10	10
Perform emission inspections (including any associated repairs) on city vehicles to ensure compliance with state emission standards.					
• Number of emission inspections conducted	2,270	2,050	2,050	2,300	2,300
Conduct reviews of city fleet utilization.					
• Number of reviews conducted	2	2	2	2	2
Key Outcomes					
Complete fleet repairs within established industry labor time standards.					
• Percent of repairs within standards	94%	90%	90%	92%	92%
Ensure availability of safe, well-maintained fleet vehicles.					
• Percent of vehicles available					
◇ Public Safety	91%	90%	90%	92%	92%
◇ All Other	90%	90%	90%	90%	90%
◇ Total	90%	90%	90%	90%	90%
Reduce the size of the city's fleet by recommending the reassignment or removal from service of underutilized fleet units.					
• Number of vehicles reassigned to achieve more efficient use	27	5	5	10	10
• Number of vehicles removed from service	22	10	10	10	10
Operate fleet vehicles on clean burning, less expensive, compressed natural gas, resulting in cleaner air and the efficient use of natural resources.					
• Total CNG vehicles	152	170	170	165	165
• Percent of light duty units operating on CNG	9%	9%	9%	9%	9%

OPERATIONS

Fleet Services (Continued)

RESOURCE SUMMARY

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	108.00	107.00	107.00	106.00	106.00
Financial Resources					
General Fund*	\$ -0-	\$ -0-	\$ -0-	\$ -0-	\$ -0-

*The net budget for Fleet Services is zero. Costs are recovered by charging other departments for vehicle acquisition and maintenance services through inter-activity transfers. See Appendix B for budget details.

COMMUNICATIONS

MISSION STATEMENT: The Communications Division provides continuous 9-1-1 and emergency dispatching services to City of Tucson residents, visitors, and other regional public safety agencies, and maintains reliable and cost-effective voice and data communications systems to support city departments in delivering public services.

KEY MEASURES OF PERFORMANCE

Key Outputs

Receive 9-1-1 calls for fire, medical, or police assistance.

• Number of calls received	547,500	578,000	578,000	608,000	658,000
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Provide computer-aided dispatch services for fire and emergency medical units.

• Number of fire and emergency medical calls dispatched	80,038	80,000	80,000	88,000	96,000
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Design, install, and maintain City of Tucson telephone systems resulting from additions, moves, changes, and repairs.

• Number of requests for service	2,340	930	2,437	2,579	2,707
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Provide 9-1-1 public education presentations to schools and community groups.

• Number of presentations	84	60	60	90	96
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Key Outcomes

Respond to major communication system failures including microwave, fiber network, automatic vehicle location, and fuel system.

• Percent responded to within one hour	100%	100%	100%	100%	100%
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Communications (Continued)

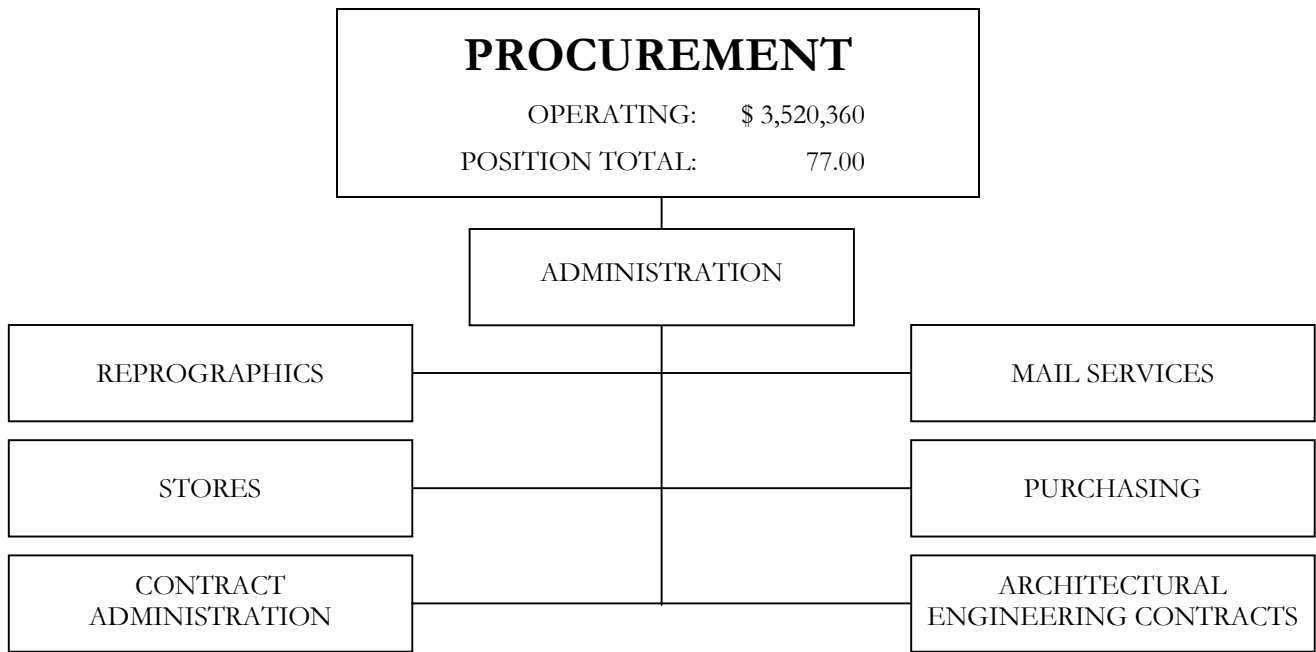
KEY MEASURES OF PERFORMANCE

	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Respond to major computer system failures including computer-aided dispatch, automatic vehicle location, leak detection, and fuel system.					
• Percent of service requests responded to within one hour	100%	100%	100%	100%	100%
Achieve a superior rating for emergency medical dispatch services by performing quality assurance reviews in accordance with a nationally recognized scoring system.					
• Percent of quality assurance reviews receiving superior rating	92%	90%	90%	91%	91%
Repair major communications systems including microwave, fiber network, automatic vehicle location, and fuel systems within 12 hours.					
• Percent of systems returned to service within 12 hours	95%	100%	100%	100%	100%
Repair major computer systems including computer-aided dispatch, automatic vehicle location, leak detection, and fuel system within 12 hours.					
• Percent of systems returned to service within 12 hours	100%	100%	100%	100%	100%
Achieve highest levels of departmental user satisfaction for telecommunications services.					
• Percent of surveyed customers indicating above average or excellent	86%	90%	90%	90%	90%
Ensure effectiveness of 9-1-1 presentations.					
• Percent of surveyed respondents indicating that the information presented was useful and remembered	100%	100%	100%	100%	100%

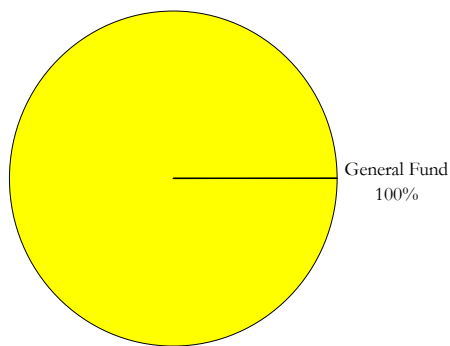
OPERATIONS

Communications (Continued)

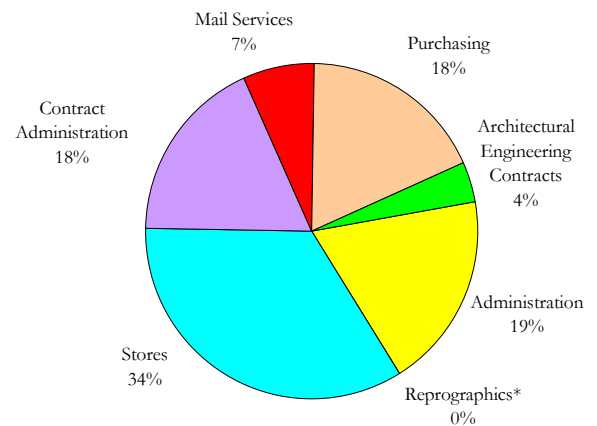
	RESOURCE SUMMARY				
	Actual FY2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	114.00	114.00	114.00	114.00	114.00
Financial Resources					
General Fund	\$ 5,328,181	\$ 6,001,160	\$ 5,932,460	\$ 6,931,270	\$ 6,813,630



FINANCING PLAN



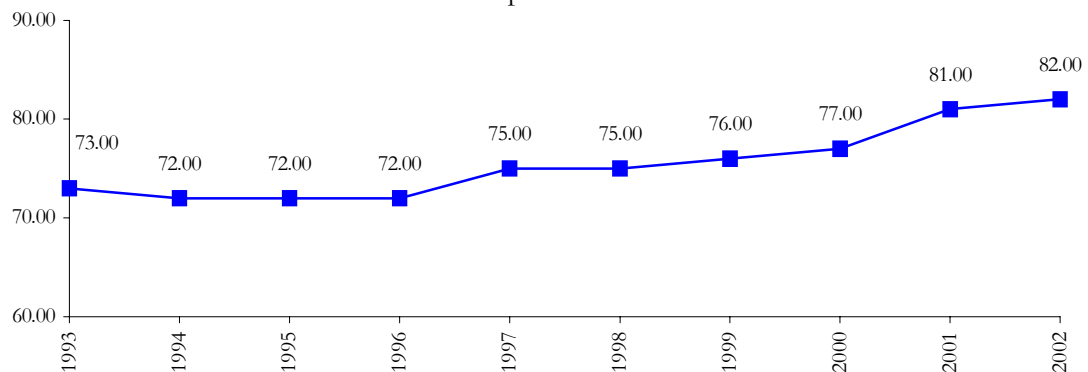
PROGRAM ALLOCATION



*See Appendix B for the Reprographics pre-credit budget detail.

TEN YEAR STAFFING TRENDS

Adopted Positions



PROCUREMENT

MISSION STATEMENT: To support city departments in meeting their goals by ensuring needed materials and services are available on time, of best value, and acquired with integrity.

OVERVIEW

The Procurement Department strives to improve the efficiency and effectiveness of purchasing practices, maximize the purchasing value of public funds, and support city departments in accomplishing their missions. Policies promote environmentally-sensitive purchases, competition among vendors providing materials and services to the city, and local purchases to benefit the local economy. The Procurement Department includes the divisions of Administration, Reprographics, Stores, Contract Administration, Mail Services, Purchasing, and Architectural Engineering Contracts. Services provided by the Procurement Department include contracting for all supplies, materials, equipment, services, and construction, and providing in-house printing, inventories needed for daily operations, and distribution of interdepartment and postal mail.

DEPARTMENT HIGHLIGHTS

The Procurement Department is implementing an automated, on-line procurement integration system (OPIS) project that supports the city in its procurement of goods and services from the identification of a need through receipt and payment, including management of supplier information and relationships. Processes and procedures have been defined and developed through a collaborative effort with Procurement staff, other organizational support departments, and system users. The system is Microsoft Windows based, has Web functionality and interfaces with the city's financial system. Replacement of the city's inventory management system is also part of the OPIS project and will be fully integrated with the procurement system.

The Procurement Department received the Achievement of Excellence in Procurement award from the National Purchasing Institute, one of 63 purchasing organizations to receive the award. The department has received the award for six consecutive years.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Reduced Poverty and Equality of Opportunity

The Procurement Department supports the city's Minority and Women Owned Business Enterprise Program (MWBE) through goals for construction services and a competitive bid preference to eligible MWBE firms. The department works closely with minority- and women-owned businesses in the community by participating in outreach and training programs to maintain contact with such vendors.



Goal: Strong Local Business

The Procurement Department, through competitive procurement practices, provides economic stimulation to the local business community. Specifically, the tax-offset program allows purchases to be evaluated by adding sales tax that would be paid to the taxing jurisdiction to the base bid of non-Tucson firms. This program represents up to a 3.2% tax-offset to Tucson vendors. Since its inception in 1990, over one million contract dollars have been awarded to Tucson vendors through the tax-offset program. In addition, since Fiscal Year 1992, the city has awarded an average 76% of annual purchases to vendors within the local metropolitan area.

Support for Livable Tucson Goals (Continued)



Goal: Efficient Use of Natural Resources

The Procurement Department purchases products that reduce the waste-stream, such as remanufactured toner cartridges, reloaded ammunition brass, recycled paper, restroom products, envelopes, polyethylene containers, trash can liners, and forms. The department also reduces the number of products in use through source reduction (e.g., purchase of energy saving lamps, environmentally-friendly reprographic products and processes, and alternate fuels). Management staff participates on the Environmental Action Committee. The department publishes an annual report on "Resource Efficient Procurement".



Goal: Better Paying Jobs

The Procurement Department supports the goal of better paying jobs through the Living Wage Ordinance adopted by Mayor and Council in September 1999. The Living Wage Ordinance requires that employees of city contractors providing specified services to the city be paid a living wage of either \$8.26 or \$9.30 an hour, depending on whether the contractor offers health insurance benefits. The Living Wage Ordinance increases the ability of employees to support themselves and their families, decrease poverty, and reduce the need for taxpayer-funded social services in Tucson. The Procurement Department is responsible for monitoring compliance of the ordinance, including the investigation of alleged violations.



Goal: Organizational Support

The Procurement Department supports all city departments in accomplishing their missions by ensuring materials, equipment, services, and construction are acquired on time and are of best value.

DEPARTMENT RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Administration	5.00	6.00	6.00	6.00	6.00
Reprographics	11.00	11.00	11.00	11.00	11.00
Stores	29.00	29.00	29.00	27.00	27.00
Contract Administration	11.00	11.00	11.00	10.00	10.00
Mail Services	7.00	7.00	7.00	6.00	6.00
Purchasing	14.00	13.00	13.00	12.00	12.00
Architectural Engineering Contracts	4.00	5.00	5.00	5.00	5.00
Department Total	81.00	82.00	82.00	77.00	77.00

Department Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Administration	\$ 554,559	\$ 626,850	\$ 611,960	\$ 658,170	\$ 681,020
Reprographics*	45,111	-0-	-0-	-0-	-0-
Stores	1,219,998	1,195,090	1,196,600	1,206,750	1,251,340
Contract Administration	890,173	609,670	562,680	650,370	505,550
Mail Services	241,864	260,190	260,840	244,310	253,580
Purchasing	598,268	592,240	592,330	631,950	660,070
Architectural Engineering Contracts	110,376	111,920	111,920	128,810	134,780
Department Total	\$ 3,660,349	\$ 3,395,960	\$ 3,336,330	\$ 3,520,360	\$ 3,486,340

CHARACTER OF EXPENDITURES

Personal Services	\$ 3,251,862	\$ 3,363,450	\$ 3,365,850	\$ 3,484,500	\$ 3,641,140
Services	362,756	438,610	420,780	527,130	409,650
Commodities	2,113,800	2,284,130	2,270,370	2,271,200	2,268,160
Equipment	580,525	104,980	78,480	78,500	46,000
Debt Service	-0-	46,000	-0-	-0-	-0-
Other	-0-	(32,000)	(32,000)	-0-	-0-
Inter-Activity Transfers	(2,648,594)	(2,809,210)	(2,767,150)	(2,840,970)	(2,878,610)
Department Total	\$ 3,660,349	\$ 3,395,960	\$ 3,336,330	\$ 3,520,360	\$ 3,486,340

SOURCE OF FUNDS

General Fund	\$ 3,660,349	\$ 3,395,960	\$ 3,336,330	\$ 3,520,360	\$ 3,486,340
Department Total	\$ 3,660,349	\$ 3,395,960	\$ 3,336,330	\$ 3,520,360	\$ 3,486,340

*The net budget for Reprographics is zero. Costs are recovered by charging other departments for printing services through inter-activity transfers. See Appendix B for budget details.

PROCUREMENT

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$3,520,360 reflects an increase of \$124,400 from the Fiscal Year 2002 Adopted Budget. Although the total budget increased, certain functions were reduced, including five full-time positions. The significant changes to expenditures are as follows:

- ◆ The first phase of the On-line Procurement System (OPIS) project was substantially completed in Fiscal Year 2002, with funding included in Fiscal Year 2003 to expand system capabilities. This will continue to improve the efficiency of Procurement and allow the reduction of two positions.
- ◆ One of the seven stores facilities will be closed, saving \$69,210, with the reduction of two storekeeper positions. This is made possible through the use of blanket contracts with supplies.
- ◆ Use of e-mail and the intranet will allow the city to reduce mail collection to once a day, eliminating one position.

Funding for annual merits and pay adjustments is included as well as increases in pension and medical insurance rates.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$3,486,340 includes a decrease of \$34,020 from Fiscal Year 2003. No additional position reductions are proposed for Fiscal Year 2004.

Pay adjustments and pension and medical insurance rate increases are included.

ADMINISTRATION

MISSION STATEMENT: The Administration Division provides strategic direction and management to the department by planning, coordinating, and implementing procurement operations in accordance with applicable laws, Mayor and Council policy, and the administrative direction of the City Manager.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Manage sales of surplus city property.					
• Number of sales held	12	14	14	13	13
Support the local business community through the "Tucson First" program by using competitive procurement practices, including the tax-offset program, to award purchasing dollars to local vendors.					
• Amount of purchasing dollars awarded to local vendors (\$000s)	\$ 123,022	\$ 160,000	\$ 135,000	\$ 140,000	\$ 140,000

Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Receive revenues from the sale of surplus city property.	\$ 856,000	\$ 760,000	\$ 800,000	\$ 810,000	\$ 810,000
Percent of purchasing dollars awarded to local vendors.	64.3%	73.0%	73.0%	73.0%	73.0%

RESOURCE SUMMARY

Position Resources	5.00	6.00	6.00	6.00	6.00
Financial Resources					
General Fund	\$ 554,559	\$ 626,850	\$ 611,960	\$ 658,170	\$ 681,020

REPROGRAPHICS

MISSION STATEMENT: The Reprographics Division provides responsive, quality in-house reprographic services for all departments by typesetting, printing, and binding documents and reports at or below commercial prices in a timely manner.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Provide printing services to city departments.					
• Number of offset print jobs completed	2,451	2,650	2,650	2,700	2,710
• Number of quick print jobs completed	2,386	2,380	2,380	2,400	2,420
Key Outcomes					
Fulfill customer requirements for printing services in a cost-efficient and timely manner.					
• Percent of offset print jobs completed within ten working days of request	70%	75%	75%	75%	75%
• Percent of quick print jobs completed within two working days of request	98%	96%	96%	96%	96%

PROCUREMENT

Reprographics (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	11.00	11.00	11.00	11.00	11.00
Financial Resources					
General Fund*	\$ 45,111	\$ -0-	\$ -0-	\$ -0-	\$ -0-

*The net budget for Reprographics is zero. Costs are recovered by charging other departments for printing services through inter-activity transfers. See Appendix B for budget details.

STORES

MISSION STATEMENT: The Stores Division operates seven warehouses and manages a \$1.8 million supply inventory needed for the daily operation of all city departments; orders special non-stock items for the Fleet Services Division of the Department of Operations and for the Tucson Water Department; provides hazardous material safety information on inventory items to city departments in the form of material safety data sheets; delivers goods on a timely basis; and disposes of city surplus material and equipment by public sale, auction, donation, or redistribution to departments.

KEY MEASURES OF PERFORMANCE

Key Outputs

Process and deliver requested materials to user departments and offices.

• Number of orders delivered	4,033	5,200	4,400	4,400	4,400
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Locate, purchase, and deliver non-stock items for Fleet Services and Tucson Water.

• Number of orders completed	8,400	8,550	8,200	8,500	8,600
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Reconcile on-hand quantities for stock inventory items.

• Number of stock items reconciled	18,630	15,000	17,500	18,000	19,000
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Key Outcomes

Fulfill customer requirements for inventory items.

• Percent processed and delivered within three working days of request	94%	94%	96%	96%	96%
• Percent of special non-stock items located, purchased, and delivered within two working days of request	93%	92%	93%	94%	94%

Stores (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Limit the amount of losses through the reconciliation of inventory.					
• Value of inventory (\$000s)	\$ 1,759	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
• Percent of inventory losses	0.08%	0.05%	0.05%	0.05%	0.05%

RESOURCE SUMMARY

Position Resources	29.00	29.00	29.00	27.00	27.00
Financial Resources					
General Fund	\$ 1,219,998	\$ 1,195,090	\$ 1,196,600	\$ 1,206,750	\$ 1,251,340

CONTRACT ADMINISTRATION

MISSION STATEMENT: The Contract Administration Division meets the needs of city departments by contracting for professional services, maintenance, and construction services, and ensuring that all contracts are solicited, evaluated, awarded, and administered in accordance with applicable federal, state, and local laws. The division monitors contract compliance, including wage rates on federally funded construction projects, and wage requirements on city contracts subject to the Living Wage Ordinance.

KEY MEASURES OF PERFORMANCE

Key Outputs					
Contract for professional, maintenance, and construction services.	109	150	110	110	120
Award purchase orders.*	1,381	850	800	750	800
Monitor federally-funded construction projects over \$100,000 to ensure wage rate compliance with labor standards.					
• Number of projects monitored	12	10	15	15	15
Key Outcomes					
Ensure integrity in the expenditure of public monies by acquiring needed materials and services on time and at best value.					
• Percent of contracts issued within the department standard of 120 calendar days	N/A**	85%	80%	80%	85%

*Awarded purchase orders have decreased due to citywide and multi-use purchase orders.

**Information not available due to conversion to the OPIS system.

PROCUREMENT

Contract Administration (Continued)

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
• Percent of purchase orders issued within the department standard of 28 calendar days	N/A*	90%	85%	85%	90%
Ensure that federally-funded construction contracts are in compliance with wage rates.					
• Percent achieving compliance	100%	100%	100%	100%	100%
Ensure that applicable contracts are in compliance with Living Wage requirements.					
• Percent achieving compliance	100%	100%	100%	100%	100%

*Information not available due to conversion to the OPIS system.

RESOURCE SUMMARY

Position Resources	11.00	11.00	11.00	10.00	10.00
Financial Resources					
General Fund	\$ 890,173	\$ 609,670	\$ 562,680	\$ 650,370	\$ 505,550

MAIL SERVICES

MISSION STATEMENT: The Mail Services Division provides centralized pickup and delivery service for interdepartment and postal mail to city departments. The division also provides for the insertion of water bills, business license statements, and various other bills.

KEY MEASURES OF PERFORMANCE

Key Outputs

Provide mail services for city departments.

• Number of pieces - outgoing pre-sorted postal mail (000s)	195	300	150	150	150
• Number of pieces - outgoing postal mail (000s)	6,290	5,600	5,600	5,600	5,600
• Number of water bills processed (000s)	2,796	2,800	2,800	2,900	2,950

Key Outcomes

Save two cents per piece by presorting postal mail.

• Dollars saved	\$ 4,731	\$ 6,000	\$ 3,000	\$ 3,000	\$ 3,000
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Mail Services (Continued)

RESOURCE SUMMARY

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Position Resources	7.00	7.00	7.00	6.00	6.00
Financial Resources					
General Fund	\$ 241,864	\$ 260,190	\$ 260,840	\$ 244,310	\$ 253,580

PURCHASING

MISSION STATEMENT: The Purchasing Division purchases all supplies, materials, equipment, and related services needed by customer departments and offices; and ensures that all purchases are solicited, evaluated, awarded, and administered in accordance with applicable federal, state, and local laws.

KEY MEASURES OF PERFORMANCE

Key Outputs

Award purchase orders for supplies and services.*	12,595	10,500	10,500	7,500	7,500
Award contracts for supplies and services.	216	170	170	180	180

Key Outcomes

Meet customer needs for materials and services on time, at the best value, and with integrity.

• Percent of purchase orders awarded within the department standard of 28 calendar days	N/A**	90%	85%	85%	90%
• Percent of contracts awarded within the department standard of 120 calendar days	N/A**	90%	85%	85%	90%

*Awarded purchase orders have decreased due to citywide and multi-use purchase orders.

**Information not available due to conversion to OPIS system.

RESOURCE SUMMARY

Position Resources	14.00	13.00	13.00	12.00	12.00
Financial Resources					
General Fund	\$ 598,268	\$ 592,240	\$ 592,330	\$ 631,950	\$ 660,070

ARCHITECTURAL ENGINEERING CONTRACTS

MISSION STATEMENT: The Architectural Engineering Contracts Division ensures the acquisition of capable and qualified architectural and engineering services in order to maximize the value of the city's public works projects.

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outputs					
Award contracts for architectural, engineering, environmental, and design-build services.	105	80	85	85	85
Process contract amendments and on-call contract amendments.	131	48	80	50	50
Key Outcomes					
Ensure best value in the expenditure of public monies by acquiring qualified services on time and at a fair price.					
• Percent of contracts issued within the department standard of 120 calendar day from date requisition is received	N/A*	95%	95%	95%	95%
• Percent of amendments processed within the department standard of ten calendar days from date amendment is received	97%	95%	95%	95%	95%

*Information not available due to conversion to OPIS system.

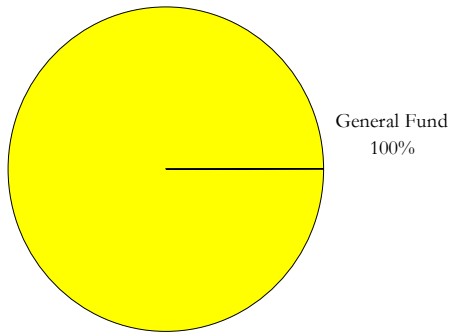
RESOURCE SUMMARY

Position Resources	4.00	5.00	5.00	5.00	5.00
Financial Resources					
General Fund	\$ 110,376	\$ 111,920	\$ 111,920	\$ 128,810	\$ 134,780

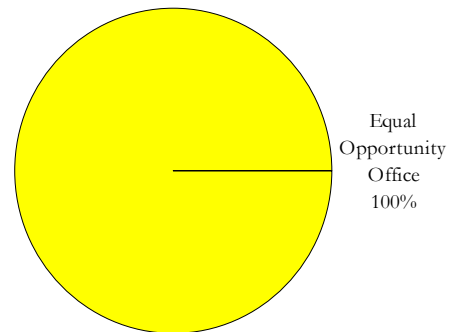
EQUAL OPPORTUNITY OFFICE

OPERATING: \$ 702,410
POSITION TOTAL: 9.00

FINANCING PLAN

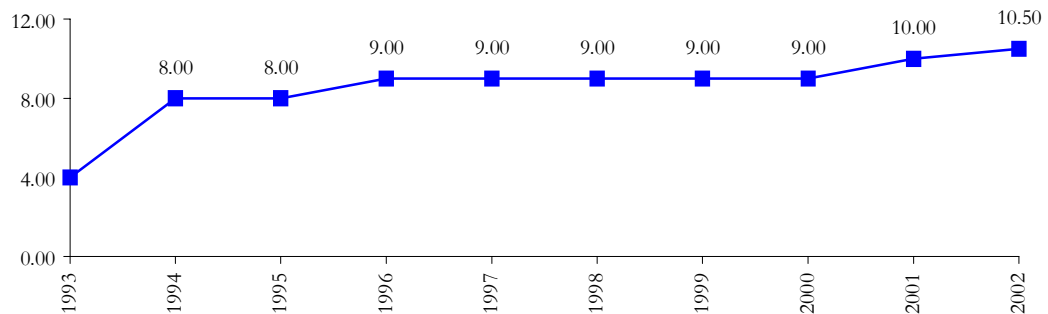


PROGRAM ALLOCATION



TEN YEAR STAFFING TRENDS

Adopted Positions

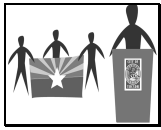


EQUAL OPPORTUNITY OFFICE

MISSION STATEMENT: To ensure that individuals are afforded equal opportunity in the provision of public accommodation, housing, and employment without regard to race, color, national origin, gender, disability, age, religion, familial status, marital status, sexual orientation, gender identity, or ancestry. The Equal Opportunity Office (EOO) works to ensure equal opportunity to all city employees in all terms and conditions of employment, equal procurement opportunity to all businesses with which the city solicits and/or conducts contracted services, and deals with discrimination in an efficient and professional manner through specific preventive and corrective programs.

In accordance with the Tucson City Charter, the City Manager retains hiring authority for and the reporting responsibility over the Equal Opportunity Office.

SUPPORT FOR LIVABLE TUCSON GOALS



Goal: Engaged Community and Responsive Government

The Equal Opportunity Office works in coordination with other governmental agencies in an effort to continuously streamline the application and review process for Minority and Women Owned Business Enterprise and Disadvantaged Business Enterprise certifications. The Tucson Airport Authority, the Arizona Department of Transportation's Civil Rights Division, and the City of Phoenix are key partners in this initiative that was formed in response to applicants' input. A unified certification plan was put in place in March 2002, with full implementation within two years.

In a collaborative effort with the Women's Business Center, which is funded by the U.S. Small Business Administration, the EOO provides training on the Minority and Women Owned Business Enterprise certification process as well as reviews all referred applications. The EOO also works with the Small Business Administration's Business Development Finance Corporation, the Arizona State Department of Commerce, Pima Community College Small Business Development Office, and other such organizations in providing joint presentations that target minority- and women-owned businesses.

The EOO partners with an array of agencies and organizations in the facilitation and sponsorship of key community activities such as the Minority Enterprise Week. Public comment and involvement in various facets of its work is solicited by EOO, including the yearly Disadvantaged Business Enterprise Program goal for federally-funded transit projects and the Minority and Women Owned Business Enterprise Program.



Goal: Reduced Poverty and Greater Equality of Opportunity

As a result of conducting investigations into complaints of discrimination, the Equal Opportunity Office supports reduced poverty by rectifying discriminatory action when it is found, primarily through conciliation efforts. These efforts address, by way of remedy, the harm or potential harm that individuals have undergone based on discrimination. Because such harm can impact individuals financially, remedies assist and prevent individuals from experiencing financial crisis. EOO offers training to businesses and citizens within the community which supports the public implementation of equal opportunity in employment, housing, and public accommodation.

The Equal Opportunity Office provides support to the Minority and Women Owned Business Commission in its efforts to correct disparity relative to the procurement of women and minority owned businesses within the community. Some level of support is provided to the Human Relations Commission and the Gay, Lesbian, Bisexual, Transgender Commission. This further supports community efforts against discriminatory treatment that many times impact individuals financially.

Support for Livable Tucson Goals (Continued)



Goal: Strong Local Business

The EOO supports equal opportunity for local businesses through the implementation of the city's Minority and Women Owned Business Enterprise (MWBE) Program and the Disadvantaged Business Enterprise Program (DBE). These programs ensure that minority- and women-owned business enterprises are afforded procurement opportunities within the city. The DBE's Diversity Program for Contracts also supports equal opportunity for small businesses seeking to procure contracts through the city that are funded by the Federal Transit Administration and the Federal Highway Administration of the U.S. Department of Transportation.

The EOO provides training and resources to minority- and women-owned businesses and disadvantaged businesses to support them in gaining business through partnerships with the Arizona Department of Commerce and Pima Community College's Small Business Development Office.

OFFICE RESOURCES

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
Equal Opportunity Office	10.00	10.00	10.00	9.00	9.00
Permanent Total	10.00	10.00	10.00	9.00	9.00
NON-PERMANENT					
Equal Opportunity Office	-0-	0.50	-0-	-0-	-0-
Non-Permanent Total	-0-	0.50	-0-	-0-	-0-
Total	10.00	10.50	10.00	9.00	9.00

FINANCIAL SUMMARY

Equal Opportunity Office	\$ 499,157	\$ 792,930	\$ 685,830	\$ 702,410	\$ 713,170
Total	\$ 499,157	\$ 792,930	\$ 685,830	\$ 702,410	\$ 713,170

CHARACTER OF EXPENDITURES

Personal Services	\$ 466,615	\$ 611,280	\$ 502,480	\$ 578,430	\$ 607,690
Services	15,868	172,060	171,970	115,630	97,130
Commodities	7,027	11,340	11,380	8,350	8,350
Equipment	9,647	-0-	-0-	-0-	-0-
Other	-0-	(7,000)	-0-	-0-	-0-
Inter-Activity Transfers	-0-	5,250	-0-	-0-	-0-
Total	\$ 499,157	\$ 792,930	\$ 685,830	\$ 702,410	\$ 713,170

Office Resources (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 492,568	\$ 772,930	\$ 682,440	\$ 702,410	\$ 713,170
General Fund - Restricted	6,589	20,000	3,390	-0-	-0-
Total	\$ 499,157	\$ 792,930	\$ 685,830	\$ 702,410	\$ 713,170

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$702,410 reflects a decrease of \$90,520 from the Fiscal Year 2002 Adopted Budget. This reduction includes one equal employment opportunity specialist position.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$713,170 includes an increase of \$10,760 from Fiscal Year 2003 primarily due to personnel cost increases.

KEY MEASURES OF PERFORMANCE

Key Outputs

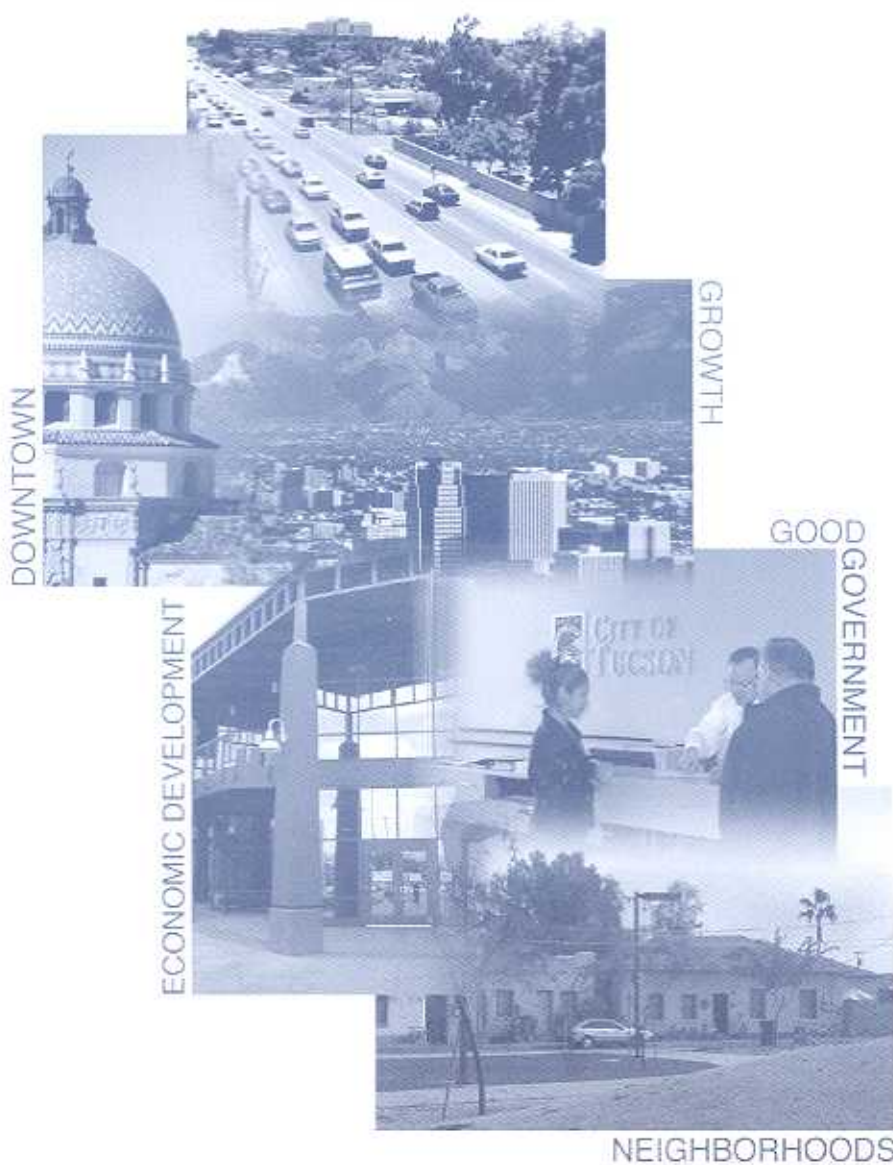
Conduct equity awareness and Minority and Women Owned Business Enterprise program information sessions within the city and community.	72	72	72	72	72
Process, investigate, and mediate complaints of discrimination filed by citizens and city employees.	80	100	100	80	80
Provide Minority and Women Owned Business Enterprise/Disadvantaged Business Enterprise Directory to community and businesses as requested.	1,400	1,400	1,400	1,500	1,500
Distribute information to the community about the city's non-discrimination mandates and programs via posters, brochures, and media presentations.	N/A	5,000	5,000	5,000	5,000
Review equal opportunity employment documents from businesses that procure business from the City of Tucson.	N/A	1,000	1,000	1,000	1,000

KEY MEASURES OF PERFORMANCE

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Key Outcomes					
Provide Minority and Women Owned Business/Disadvantaged Business Enterprise certification and re-certification to businesses that apply and meet requirements.	250	250	250	250	250
Assist and provide citizens with information about the Minority and Women Owned Business Enterprise, civil rights complaints, equal employment opportunities, city commissions available for combating discrimination, etc.					
• Number of citizens	1,700	2,000	2,000	1,500	1,500

Non-Departmental

TRANSPORTATION



NON-DEPARTMENTAL

The Non-Departmental category contains program budgets that cannot be associated with any specific department. These programs are Outside Agencies, General Expense, Debt Service, and the Contingency Fund.

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
General Expense	5.00	5.50	5.50	5.75	5.75
Total	5.00	5.50	5.50	5.75	5.75

FINANCIAL SUMMARY

Outside Agencies	\$ 7,410,097	\$ 7,114,240	\$ 7,082,360	\$ 6,751,970	\$ 7,005,690
General Expense	5,707,605	8,206,790	4,042,780	8,061,850	7,123,200
Debt Service	49,948,342	50,261,860	50,449,590	51,296,790	56,356,500
Contingency Fund	-0-	175,000	-0-	200,910	175,000
Operating Total	63,066,044	65,757,890	61,574,730	66,311,520	70,660,390
Capital Improvements	595,733	8,620,700	480,040	15,727,200	4,000,000
Total	\$ 63,661,777	\$ 74,378,590	\$ 62,054,770	\$ 82,038,720	\$ 74,660,390

CHARACTER OF EXPENDITURES

Personal Services*	\$ 1,537,404	\$ 4,261,360	\$ 2,097,210	\$ 3,939,730	\$ 5,542,170
Services*	7,479,392	7,772,450	5,099,970	2,897,010	2,847,540
Commodities	432,725	477,160	1,886,760	987,690	539,760
Equipment	882,958	1,188,000	827,000	1,897,750	55,000
Debt Service	50,131,090	52,206,380	52,394,110	53,138,270	57,522,610
Other	6,215,219	6,353,820	5,920,960	10,025,020	10,196,580
Inter-Activity Transfers	(3,612,744)	(6,501,280)	(6,651,280)	(6,573,950)	(6,043,270)
Operating Total	63,066,044	65,757,890	61,574,730	66,311,520	70,660,390
Capital Improvements	595,733	8,620,700	480,040	15,727,200	4,000,000
Total	\$ 63,661,777	\$ 74,378,590	\$ 62,054,770	\$ 82,038,720	\$ 74,660,390

*Correction in accounting treatment for Adopted Fiscal Year 2002.

NON-DEPARTMENTAL

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
OPERATING FUNDS					
General Fund	\$ 21,382,480	\$ 23,724,660	\$ 17,794,910	\$ 20,022,310	\$ 21,005,480
Solid Waste Management Fund - General Fund Contribution	1,509,372	1,609,580	1,615,330	303,560	131,130
General Fund - Restricted	402,240	419,960	1,919,960	364,570	426,570
General Fund - Zoo Revenue	385,600	387,600	387,600	394,820	390,070
Library Fund - Oro Valley Contribution	-0-	-0-	-0-	500,000	-0-
Public Safety Academy Fund	257,300	252,930	252,930	256,220	254,010
Highway User Revenue Fund	2,143,722	2,370,460	2,181,300	2,397,070	999,140
Miscellaneous Non-Federal Grants	201,530	281,200	123,370	285,620	285,620
General Obligation Debt Service Fund	19,313,994	20,953,750	20,741,480	20,756,360	22,907,710
Pima Association of Governments	-0-	-0-	800,000	4,800,000	7,800,000
Street and Highway Debt Service Fund	15,241,155	15,562,900	15,554,280	16,035,270	16,294,550
Community Development Block Grant	47,640	46,260	46,260	46,510	37,960
Federal Highway Administration Funds	2,000,000	-0-	-0-	-0-	-0-
HOME Program	9,900	9,610	9,610	9,660	7,890
Miscellaneous Federal Grants	29,000	-0-	8,720	-0-	-0-
Public Housing - Section 8 Fund	139,541	136,410	136,410	136,980	117,690
Public Housing Conventional/ Development Fund	2,570	2,570	2,570	2,570	2,570
Operating Funds Total	\$ 63,066,044	\$ 65,757,890	\$ 61,574,730	\$ 66,311,520	\$ 70,660,390
CAPITAL FUNDS					
General Fund - Restricted Trust Reserves	\$ -0-	\$ 5,619,000	\$ -0-	\$ 6,650,000	\$ -0-
General Fund - Certificates of Participation	-0-	2,196,600	20,000	8,362,900	4,000,000
1973 General Obligation Bonds	595,733	805,100	460,040	714,300	-0-
Capital Funds Total	\$ 595,733	\$ 8,620,700	\$ 480,040	\$ 15,727,200	\$ 4,000,000
Total	\$ 63,661,777	\$ 74,378,590	\$ 62,054,770	\$ 82,038,720	\$ 74,660,390

OUTSIDE AGENCIES*

The Outside Agencies Program supports organizations that provide for economic development, cultural enrichment, community health and safety, Mayor and Council appointed commissions, annual community events, as well as funding for the Tucson Community Cable Corporation (Access Tucson) and payments to other governments. Additional funding is budgeted in the Human Services Program of the Community Services Department for agencies providing human services.

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Payments to Other Governments	\$ 1,147,498	\$ 1,174,000	\$ 1,147,000	\$ 1,116,270	\$ 1,151,980
Economic Development	3,205,880	3,007,000	3,007,000	3,060,800	3,194,450
Cultural Enrichment	1,354,488	1,211,850	1,211,850	1,157,040	1,188,880
Community Health and Safety	399,426	400,140	400,140	212,370	210,000
Mayor and Council Appointed Commissions	31,804	33,750	28,870	30,380	30,040
Annual Community Events	75,000	121,100	121,100	92,250	91,230
Tucson Community Cable Corporation (Access Tucson)	1,096,001	1,166,400	1,166,400	1,082,860	1,139,110
Access Tucson Capacity	100,000	-0-	-0-	-0-	-0-
Program Total	\$ 7,410,097	\$ 7,114,240	\$ 7,082,360	\$ 6,751,970	\$ 7,005,690

CHARACTER OF EXPENDITURES

Services	\$ 1,196,001	\$ 1,166,400	\$ 1,166,400	\$ 787,860	\$ 779,110
Commodities	-0-	-0-	-0-	295,000	360,000
Other	6,214,096	5,947,840	5,915,960	5,669,110	5,866,580
Program Total	\$ 7,410,097	\$ 7,114,240	\$ 7,082,360	\$ 6,751,970	\$ 7,005,690

SOURCE OF FUNDS

General Fund	\$ 7,303,097	\$ 6,716,240	\$ 6,684,360	\$ 6,355,320	\$ 6,545,110
General Fund - Restricted	-0-	291,000	291,000	295,000	360,000
Highway User Revenue Fund	107,000	107,000	107,000	101,650	100,580
Program Total	\$ 7,410,097	\$ 7,114,240	\$ 7,082,360	\$ 6,751,970	\$ 7,005,690

*Budget detail for these agencies is presented in a separate volume, *Outside Agencies Fiscal Year 2003 Recommended Budget*.

NON-DEPARTMENTAL**Outside Agencies (Continued)**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
PROGRAM SUMMARIES					
Payments to Other Governments					
Pima Animal Control Center	\$ 752,188	\$ 786,190	\$ 786,190	\$ 786,190	\$ 825,500
Pima Association of Governments	320,310	320,310	320,310	293,630	290,430
Victim Witness Program	45,000	40,500	40,500	36,450	36,050
Tucson-Pima County Office of Emergency Services	30,000	27,000	-0-	-0-	-0-
Program Sub-Total	<u>\$ 1,147,498</u>	<u>\$ 1,174,000</u>	<u>\$ 1,147,000</u>	<u>\$ 1,116,270</u>	<u>\$ 1,151,980</u>
Economic Development					
Tucson Downtown Alliance	\$ 215,880	\$ 316,000	\$ 316,000	\$ 332,000	\$ 332,000
Greater Tucson Economic Council	600,000	540,000	540,000	540,000	567,000
Industry Cluster's Business Development Support	140,000	126,000	126,000	126,000	132,300
Arizona Council for Economic Conversion*	-0-	-0-	-0-	37,800	36,900
Metropolitan Tucson Convention and Visitors Bureau	2,250,000	2,025,000	2,025,000	2,025,000	2,126,250
Program Sub-Total	<u>\$ 3,205,880</u>	<u>\$ 3,007,000</u>	<u>\$ 3,007,000</u>	<u>\$ 3,060,800</u>	<u>\$ 3,194,450</u>
Cultural Enrichment					
Tucson-Pima Arts Council	\$ 812,500	\$ 731,250	\$ 731,250	\$ 731,250	\$ 767,810
Tucson Arts District Partnership	222,863	207,000	207,000	186,300	184,230
Tucson Arts District Partnership Revolving Loan Fund	15,125	-0-	-0-	-0-	-0-
El Centro Cultural de las Americas	25,000	22,500	22,500	13,500	13,350
Tucson Botanical Gardens	75,000	67,500	67,500	60,750	60,080
Sister Cities Association of Tucson	20,000	18,000	18,000	16,200	16,020
Tucson Museum of Art	119,000	107,100	107,100	96,390	95,320
Tucson Children's Museum	65,000	58,500	58,500	52,650	52,070
Program Sub-Total	<u>\$ 1,354,488</u>	<u>\$ 1,211,850</u>	<u>\$ 1,211,850</u>	<u>\$ 1,157,040</u>	<u>\$ 1,188,880</u>

*Funding for the Arizona Council for Economic Conversion has been transferred from the Office of Economic Development to Outside Agencies.

Outside Agencies (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Community Health and Safety					
Crime Prevention Council	\$ 20,780	\$ 18,700	\$ 18,700	\$ 16,830	\$ 16,640
Community Mediation Program	76,048	68,450	68,450	61,610	60,920
88-Crime	23,000	20,700	20,700	18,630	18,420
Community Food Bank*	38,000	34,200	34,200	-0-	-0-
Domestic Violence Collaborative Services*	29,005	38,170	38,170	-0-	-0-
Domestic Violence Advocacy Services*	38,403	58,500	58,500	-0-	-0-
Wingspan Domestic Violence Project*	21,900	19,710	19,710	-0-	-0-
Educational Enrichment Foundation*	-0-	9,600	9,600	-0-	-0-
National Youth Sports Program (Summer Youth Sports)	5,500	-0-	-0-	-0-	-0-
Pima County/Tucson Women's Commission	71,790	64,610	64,610	58,150	57,500
Metropolitan Education Commission*	50,000	45,000	45,000	36,900	36,490
Humane Society of Southern Arizona	25,000	22,500	22,500	20,250	20,030
Program Sub-Total	\$ 399,426	\$ 400,140	\$ 400,140	\$ 212,370	\$ 210,000
Mayor and Council Appointed Commissions					
Human Relations Commission	\$ 6,405	\$ 6,140	\$ 6,140	\$ 5,530	\$ 5,470
Tucson-Pima Historical Commission	9,918	9,000	9,000	8,100	8,010
Tucson Commission on Disability Issues	5,481	4,730	4,730	4,260	4,210
Metropolitan Tucson Commission on Urban Native American Affairs	-0-	4,880	-0-	4,390	4,340
Metropolitan Energy Commission	10,000	9,000	9,000	8,100	8,010
Program Sub-Total	\$ 31,804	\$ 33,750	\$ 28,870	\$ 30,380	\$ 30,040

*Funding for the Community Food Bank, Wingspan and other domestic violence services, and the Educational Enrichment Foundation has been transferred to the Human Services Program in the Community Services Department. In addition, a portion of the funding for the Metropolitan Education Commission has been transferred to the Human Services Program.

NON-DEPARTMENTAL**Outside Agencies (Continued)**

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Annual Community Events					
Southern Arizona Regional Science and Engineering Fair	\$ -0-	\$ 10,000	\$ 12,875	\$ 9,000	\$ 8,900
Tucson Conquistadores	-0-	16,000	-0-	-0-	-0-
Pima Community College Job Fair	-0-	12,000	12,000	10,800	10,680
San Ignacio Yaqui Council Softball Tournament	-0-	2,600	2,600	-0-	-0-
Fort Lowell Soccer Shoot-Out	-0-	13,000	15,875	11,700	11,570
Miracle on Church Street*	-0-	-0-	4,500	-0-	-0-
Tucson Gem and Mineral Society	45,000	40,500	43,375	36,450	36,050
Perimeter Bicycling Association of America (El Tour de Tucson)	30,000	27,000	29,875	24,300	24,030
Program Sub-Total	<u>\$ 75,000</u>	<u>\$ 121,100</u>	<u>\$ 121,100</u>	<u>\$ 92,250</u>	<u>\$ 91,230</u>
Other Agencies					
Tucson Community Cable Corporation (Access Tucson)	\$ 1,096,001	\$ 1,166,400	\$ 1,166,400	\$ 1,082,860	\$ 1,139,110
Access Tucson Capacity	100,000	-0-	-0-	-0-	-0-
Program Sub-Total	<u>\$ 1,196,001</u>	<u>\$ 1,166,400</u>	<u>\$ 1,166,400</u>	<u>\$ 1,082,860</u>	<u>\$ 1,139,110</u>
Total All Outside Agencies	<u>\$ 7,410,097</u>	<u>\$ 7,114,240</u>	<u>\$ 7,082,360</u>	<u>\$ 6,751,970</u>	<u>\$ 7,005,690</u>

*Miracle on Church Street was allocated one-time funding during Fiscal Year 2002.

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$6,751,970 reflects a decrease of \$362,270 from the Fiscal Year 2002 Adopted Budget. Most of this decrease is due to a 10% reduction for the General Fund portion of outside agency funding except Pima Animal Control Center, Greater Tucson Economic Development, Cluster Industry Support, Metropolitan Tucson Convention and Visitors Bureau, and Tucson-Pima Arts Council. The other changes to expenditures are as follows:

- ◆ The Arizona Council for Economic Conversion is transferred from the Office of Economic Development budget.
- ◆ Funding for the outside agencies providing human services (Community Food Bank, Wingspan, Educational Enrichment Foundation, domestic violence contractual services, and partial funding for the Metropolitan Education Commission) is transferred to the Human Services Program in the Community Services Department budget.
- ◆ The San Ignacio Yaqui Council and Pima County Emergency Management did not apply for outside agency funding.
- ◆ Funding for El Centro Cultural de las Americas is decreased \$9,000 because the agency is now being funded through Back to Basics and the Tucson-Pima County Historical Commission for renovation of the Charles O. Brown House.

Outside Agencies (Continued)**Significant Changes (Continued)****Fiscal Year 2004**

The operating budget for Fiscal Year 2004 of \$7,005,690 includes an increase of \$253,720 from Fiscal Year 2003. Mayor and Council allocated a 5% increase for Greater Tucson Economic Council, Industry Clusters, Metropolitan Tucson Convention and Visitors Bureau, Pima Animal Control Center, and Tucson-Pima Arts Council. An increase to Access Tucson's budget for public, educational, government, (PEG) capital support funding is offset by an additional 1% reduction in other outside agency budgets.

NON-DEPARTMENTAL**GENERAL EXPENSE**

The General Expense Program provides centralized budget capacity and accounting and management control for expenditures that are not directly associated with programs of city departments. The Retiree Medical Insurance budget has been included in this program.

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
POSITION SUMMARY					
PERMANENT					
General Expense*	5.00	5.50	5.50	5.75	5.75
Program Total	5.00	5.50	5.50	5.75	5.75

FINANCIAL SUMMARY

Technological Enhancements	\$ 1,284,644	\$ 1,271,800	\$ 1,021,800	\$ -0-	\$ -0-
Geographical Information Systems	190,518	209,840	39,840	166,590	164,420
Special Elections	194,548	-0-	-0-	-0-	-0-
Other General Government Expense	1,941,902	1,900,400	1,400,400	1,609,100	1,563,000
Cultural/Educational Youth Travel	6,000	20,000	20,000	18,000	17,800
A-7 Grant Funded Projects	217,812	191,910	184,080	206,530	204,520
A-7 Grant Capacity	-0-	150,000	-0-	150,000	150,000
A-7 Ranch Operations	208,351	239,290	239,290	209,060	209,060
800 East 12th Street Acquisition	140,320	100,000	100,000	-0-	-0-
North 6th Avenue Acquisition	12,633	298,000	298,000	-0-	-0-
Tucson Convention Center Switchgear Project	27,682	1,047,500	147,500	1,842,750	-0-
Transfers from Contingency Fund	115,401	-0-	175,000	-0-	-0-
Other General Expenditures	1,866,205	4,000,000	-0-	4,000,000	4,000,000
Rural Domestic Violence Grant	8,812	-0-	8,720	-0-	-0-
Development Services Information Technology Upgrade	228,297	115,000	85,000	-0-	-0-
Annex Replacement Leases	1,105,309	-0-	-0-	-0-	-0-
Rio Nuevo Project Staff**	-0-	-0-	-0-	-0-	-0-
Development Services Remodeling Project	84,516	639,000	549,000	-0-	-0-
Human Resources Consultant	208,905	211,000	211,000	-0-	-0-
Oro Valley Library Reimbursement	-0-	-0-	1,500,000	500,000	-0-
Slum Abatement and Blight Enforcement	-0-	-0-	260,000	-0-	-0-

*Includes 3.0 positions for the A-7 Ranch Operations and 2.75 positions for the Rio Nuevo Project.

**A zero budget is reflected because the Rio Nuevo Project funding is not part of the citywide budget. See page 393 for information on the Rio Nuevo Project.

General Expense (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
Financial Summary (Continued)					
Neighborhood Protection/ Improvement Initiatives	\$ -0-	\$ 700,000	\$ 380,000	\$ -0-	\$ -0-
Downtown Employee Allowance	-0-	500,000	-0-	-0-	-0-
Equity Compensation Adjustment	-0-	1,000,000	-0-	1,694,800	3,186,700
Golf Reimbursement Fund	-0-	107,000	107,000	107,000	107,000
Coverage for 1% Cuts	-0-	225,980	-0-	-0-	-0-
Trauma Center Support	-0-	-0-	250,000	-0-	-0-
Pay Adjustment for Non-Commissioned Personnel	-0-	563,920	-0-	-0-	-0-
Fleet Replacement Reduction	-0-	(2,600,000)	-0-	-0-	-0-
Indirect Cost	(3,429,996)	(4,493,000)	(4,493,000)	(4,504,370)	(4,639,490)
Administrative Support-Highway User Revenue Fund	110,330	153,670	153,670	158,590	161,190
Retiree Medical Insurance	1,185,416	1,655,480	1,405,480	1,903,800	1,999,000
Program Total	\$ 5,707,605	\$ 8,206,790	\$ 4,042,780	\$ 8,061,850	\$ 7,123,200

CHARACTER OF EXPENDITURES

Personal Services	\$ 1,537,404	\$ 4,261,360	\$ 2,097,210	\$ 3,939,730	\$ 5,542,170
Services	6,283,391	6,606,050	3,933,570	2,109,150	2,068,430
Commodities	432,725	477,160	1,886,760	692,690	179,760
Equipment	882,958	1,188,000	827,000	1,897,750	55,000
Other	1,123	230,980	5,000	4,155,000	4,155,000
Inter-Activity Transfers	(3,429,996)	(4,556,760)	(4,706,760)	(4,732,470)	(4,877,160)
Program Total	\$ 5,707,605	\$ 8,206,790	\$ 4,042,780	\$ 8,061,850	\$ 7,123,200

SOURCE OF FUNDS

General Fund	\$ 4,952,825	\$ 7,642,960	\$ 2,128,060	\$ 7,048,070	\$ 6,609,820
General Fund - Restricted	402,240	128,960	1,628,960	69,570	66,570
Library Fund - Oro Valley Contribution	-0-	-0-	-0-	500,000	-0-
Highway User Revenue Fund	122,010	153,670	153,670	158,590	161,190
Miscellaneous Federal Grants	29,000	-0-	8,720	-0-	-0-
Miscellaneous Non-Federal Grants	201,530	281,200	123,370	285,620	285,620
Program Total	\$ 5,707,605	\$ 8,206,790	\$ 4,042,780	\$ 8,061,850	\$ 7,123,200

General Expense (Continued)

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted operating budget for Fiscal Year 2003 of \$8,061,850 reflects a decrease of \$144,940 from the Fiscal Year 2002 Adopted Budget. The significant changes to budgets are as follows:

- ◆ Various projects, such as the 12th Street warehouse acquisition, North Sixth Avenue demolition, and Development Services Center remodeling and information technology upgrade, were completed in Fiscal Year 2002 and will not require additional funding in Fiscal Year 2003.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$7,123,200 includes a decrease of \$938,650 from Fiscal Year 2003. The significant changes include:

- ◆ Installation of new switchgear at the Tucson Convention Center will be completed in Fiscal Year 2003.

DEBT SERVICE
(Excluding Tucson City Golf and Tucson Water*)

The Debt Service Program manages debt issuance and payments to meet the approved capital needs of the city, while maintaining strong bond ratings and a low-to-moderate debt burden for taxpayers.

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Highway Expansion and Extension Loan Program	\$ 2,069,000	\$ 267,000	\$ 877,840	\$ 5,096,030	\$ 8,537,370
Business Development Finance Corporation Fixed Rate Debt	5,566,678	5,567,140	5,560,070	654,630	659,430
Hi Corbett Field Debt Service	910,114	906,960	906,960	910,640	907,510
Lease Purchases Debt Service	858,129	819,360	831,510	557,900	318,140
Certificates of Participation Debt Service	5,986,386	6,178,750	5,971,450	7,279,960	6,725,790
General Obligation Debt Service	19,313,994	20,953,750	20,741,480	20,756,360	22,907,710
Street and Highway Debt Service	15,241,155	15,562,900	15,554,280	16,035,270	16,294,550
Assessment Districts	2,886	6,000	6,000	6,000	6,000
Program Total	\$ 49,948,342	\$ 50,261,860	\$ 50,449,590	\$ 51,296,790	\$ 56,356,500

CHARACTER OF EXPENDITURES

Debt Service	\$ 50,131,090	\$ 52,206,380	\$ 52,394,110	\$ 53,138,270	\$ 57,522,610
Inter-Activity Transfers	(182,748)	(1,944,520)	(1,944,520)	(1,841,480)	(1,166,110)
Program Total	\$ 49,948,342	\$ 50,261,860	\$ 50,449,590	\$ 51,296,790	\$ 56,356,500

*See Tucson City Golf detail on page 135 and Tucson Water detail on page 227.

NON-DEPARTMENTAL

Debt Service (Continued)

	Actual FY 2001	Adopted FY 2002	Estimated FY 2002	Adopted FY 2003	Approved FY 2004
SOURCE OF FUNDS					
General Fund	\$ 9,126,558	\$ 9,190,460	\$ 8,982,490	\$ 6,418,010	\$ 7,675,550
General Fund - Zoo Revenue	385,600	387,600	387,600	394,820	390,070
Solid Waste Management - General Fund Contribution	1,509,372	1,609,580	1,615,330	303,560	131,130
Public Safety Academy Fund	257,300	252,930	252,930	256,220	254,010
Highway User Revenue Fund	1,914,712	2,109,790	1,920,630	2,136,830	737,370
General Obligation Debt Service Fund	19,313,994	20,953,750	20,741,480	20,756,360	22,907,710
Pima Association of Governments	-0-	-0-	800,000	4,800,000	7,800,000
Street and Highway Debt Service Fund	15,241,155	15,562,900	15,554,280	16,035,270	16,294,550
Community Development Block Grant	47,640	46,260	46,260	46,510	37,960
Federal Highway Administration Funds	2,000,000	-0-	-0-	-0-	-0-
HOME Program	9,900	9,610	9,610	9,660	7,890
Public Housing - Section 8 Fund	139,541	136,410	136,410	136,980	117,690
Public Housing Conventional/ Development Fund	2,570	2,570	2,570	2,570	2,570
Program Total	\$ 49,948,342	\$ 50,261,860	\$ 50,449,590	\$ 51,296,790	\$ 56,356,500

SIGNIFICANT CHANGES:**Fiscal Year 2003**

The adopted operating budget for Fiscal Year 2003 of \$51,296,790 reflects an increase of \$1,034,930 from the Fiscal Year 2002 Adopted Budget. Although no new bond sales occurred during Fiscal Year 2002, debt service payments have increased for the following reasons:

- ◆ Additional loans from the state's Highway Expansion and Extension Loan Program for street projects increased annual repayments by \$4.8 million.
- ◆ Sales on certificates of participation for city facilities and projects increased annual payments by \$1.1 million.
- ◆ Debt service on existing street and highway revenue bonds increased by \$472,370 based on the repayment schedule.

These increases were offset by the transfer of the debt service for the financing of the Tucson Convention Center to the Rio Nuevo Project.

Fiscal Year 2004

The operating budget for Fiscal Year 2004 of \$56,356,500 includes an increase of \$5,059,710 from Fiscal Year 2003, primarily due to the following:

- ◆ Additional loans from the state's Highway Expansion and Extension Loan Program for street projects increased annual repayments by \$3.4 million.
- ◆ A new sale for general obligation bonds in 2003 increased annual payments by \$2.2 million.
- ◆ A new sale for street and highway revenue bonds in 2003 increased annual payments by \$259,280.
- ◆ Completion of lease purchase agreements and certificates of participation that will reduce debt payments.

Debt Service (Continued)**DEBT FINANCING MECHANISMS****Highway Expansion and Extension Loan Program**

This funding mechanism, commonly referred to as the state's infrastructure bank, was enacted into law in August 1998. The Highway Expansion and Extension Loan Program (HELP) provides the state and Arizona communities financial assistance in the form of loans or credit enhancement for eligible roadway projects. Interest rates are generally below market rate, and the term of the loan varies from project to project.

Business Development Finance Corporation Fixed Rate Debt

The collateral for this debt is the Tucson Police Headquarters, the Information Technology building, and the City Court building. A surety bond is also posted. This debt matures at various times through 2012 with an estimated average rate of 5.75%. In Fiscal Year 2003, repayment for Tucson Convention Center debt was transferred to Rio Nuevo.

Hi Corbett Field Debt Service

Debt service for assumption of Pima County's debt for Hi Corbett Field improvements, additional Hi Corbett improvements made in Fiscal Year 1997, and related costs and reserves financed at a net interest rate of 5.35% with an average life of 15 years.

Lease Purchases Debt Service

Debt service on lease-purchase financing for police cars, Solid Waste Management vehicles, telephone equipment, computer hardware, and office equipment.

Certificates of Participation Debt Service

Previously financed projects include acquisition of equipment and construction of facilities. The Fiscal Year 2002 budget included capacity for new debt financing of mobile data terminals for fire vehicles.

General Obligation Debt Service

Debt service on general obligation bonds used for capital improvements is financed entirely from the secondary property tax.

Street and Highway Debt Service

Debt service on street and highway bonds used for street improvements is financed from the state-shared gasoline taxes and highway user fees and charges.

Assessment Districts

This cost is for fees associated with the assessment districts.

NON-DEPARTMENTAL

Debt Service (Continued)

DEBT SERVICE - EXISTING BONDS (AS OF JULY 1, 2002)* PRINCIPAL AND INTEREST						
Fiscal Year Ending	Business Development Finance Corporation	Hi Corbett Field Certificates of Participation	Other Certificates of Participation	General Obligation Bonds	Street and Highway Bonds	Total
2003	639,628	904,640	4,899,652	20,750,357	16,029,248	43,223,525
2004	644,427	901,505	2,826,815	20,722,091	15,678,233	40,773,071
2005	1,678,408	901,130	2,065,080	20,652,741	15,671,088	40,968,447
2006	1,672,667	903,965	2,065,278	20,643,712	16,161,958	41,447,580
2007	1,674,993	904,409	1,656,969	20,646,230	16,094,748	40,977,349
2008	1,678,672	902,042	1,661,173	20,983,706	16,041,668	41,267,261
2009	1,673,373	902,120	1,721,906	21,032,228	16,218,548	41,548,175
2010	1,675,598	903,020	531,191	21,057,403	16,256,363	40,423,575
2011	1,673,438	901,540	531,231	21,039,320	15,229,213	39,374,742
2012	1,676,000	-0-	530,294	21,037,864	15,089,313	38,333,471
2013	-0-	-0-	533,354	21,137,831	13,694,688	35,365,873
2014	-0-	-0-	530,054	20,200,869	14,183,938	34,914,861
2015	-0-	-0-	525,821	20,685,700	15,160,188	36,371,709
2016	-0-	-0-	530,446	21,613,338	17,378,313	39,522,097
2017	-0-	-0-	528,490	22,520,663	14,010,813	37,059,966
2018	-0-	-0-	530,477	23,672,188	14,094,563	38,297,228
2019	-0-	-0-	531,161	26,274,638	-0-	26,805,799
2020	-0-	-0-	195,545	26,424,138	-0-	26,619,683
2021	-0-	-0-	-0-	12,091,425	-0-	12,091,425
Total	\$ 14,687,204	\$ 8,124,371	\$ 22,394,937	\$ 403,186,442	\$ 246,992,883	\$ 695,385,837

*Does not include indebtedness of enterprise funds (Tucson Water and Tucson City Golf).

**DEBT MANAGEMENT
POLICY**

The City of Tucson uses a variety of financing mechanisms to meet the long-term capital needs of the community. In determining an appropriate indebtedness program for the city, consideration is given to the following:

- Operating and maintenance costs associated with the Capital Improvement Program
- Federal and state laws and regulations, Tucson City Charter, and the Tucson Code
- Current outstanding debt requirements
- Source of debt repayment consistent with the capital project being financed
- Life of the capital project is equal to or greater than the term of the financing
- Proposed debt will not cause extraordinary tax or fee increases
- Proposed debt will not result in limiting the city's ability for future indebtedness

The city's debt program includes the following financing mechanisms. In all cases, the city aggressively manages the debt program, with the assistance of a financial advisor and bond counsel. Restructuring, refinancing, and advance bond refunding are used to limit the city's debt service costs and to provide maximum future borrowing flexibility.

General Obligation Bonds

Bond proceeds are used to finance capital projects for environmental management, police, fire, parks and recreation, library, solid waste management, drainage, and other purposes. State law limits the amount of general obligation bonds that may be outstanding to 20% of assessed valuation for utility and open space purposes and 6% of assessed valuation for all other purposes.

General obligation bonds are payable by the secondary property tax. The Tucson City Charter limits the combined primary and secondary property tax rate to \$1.75 per \$100 of assessed valuation. To provide assurance to the bond rating agencies, the combined tax rate is held to a maximum of \$1.50 per \$100 of assessed valuation. The city generally issues general obligation bonds with 20-30 year maturities.

Street and Highway Revenue Bonds

Bond proceeds are used to finance street improvement projects as defined by state law. State law limits the amount of bonds that can be sold; prior fiscal year highway user revenue receipts, which are used to pay the bonds, must be equal to at least twice the highest annual debt service requirements for senior lien bonds and at least one and one-half times for junior lien bonds. Street and highway revenue bonds generally have a 20 year maturity.

Water Revenue Bonds

Bond proceeds are used to finance capital improvements to the water system. By bond covenant, the city is limited to issuing bonds only if net revenues after operations are equal to at least 120% of the maximum future annual debt service requirement. To maintain a high credit rating and thus decrease borrowing costs, the city maintains a 150% - 200% debt service coverage. Water revenue bonds are generally issued with 20-30 year maturities.

Special Assessment Bonds

Bond proceeds are used to finance improvement district projects. These bonds are payable by tax assessments against the benefiting property owners over a ten-year period.

Debt Management Policy (Continued)

Non-Bond Debt: Lease Purchases, Certificates of Participation, and Installment Contract Debt

These financing mechanisms are used when the projects involved are unsuitable for traditional bonding or a determination is made that alternative financing has advantages over bonding. The debt requirements for these financing mechanisms are payable from the city's recurring revenues and are subject to annual appropriation by Mayor and Council. To minimize borrowing costs, the city generally purchases financing insurance and pledges collateral towards the debt repayment. Maturities for these debts range from 1-20 years, depending upon the nature of the project being financed.

Forecast

1994 Bond Authorization Sales: On May 17, 1994, the voters approved \$80,900,000 of general obligation bonds and \$114,502,000 of water system revenue bonds to be sold over a projected five-year period and \$70,000,000 of street and highway revenue bonds to be sold over a ten-year period. As of July 1, 2001, the city had sold all of the authorized general obligation bonds, water system revenue bonds, and street and highway revenue bonds.

2000 Bond Authorization Sales: On May 16, 2000, the voters approved \$129,500,000 of general obligation bonds, \$123,600,000 of water revenue bonds, and \$25,000,000 of street and highway revenue bonds, all to be sold over a five-year period. As of July 1, 2002, the city had sold \$45,520,000 of general obligation bonds, \$5,500,000 in street and highway revenue bonds, and \$50,300,000 in water system revenue bonds.

Repayment Impact of Bond Sales: General obligation bond debt is paid off from the secondary property tax rate, which is determined each year by the levy required to meet the annual debt service divided by the city's projected secondary assessed valuation. For Fiscal Year 2003, the required levy to cover existing debt and debt from planned sales is estimated at \$20,756,360, an increase of \$14,880 over the levy for Fiscal Year 2002, because there will be no new bonds sold in 2002. The Fiscal Year 2003 secondary property rate is estimated at \$0.9113 per \$100 of assessed valuation, a decrease of \$0.0686 from the Fiscal Year 2002 actual rate of \$0.9799. The actual rate for Fiscal Year 2003 may be higher or lower depending on the final secondary assessed valuation set by Pima County later this summer.

Street and highway revenue bonds are repaid from state-shared Highway User Revenue Fund receipts. Repayment from this source in Fiscal Year 2003 will be \$16,035,270, an increase of \$480,990 from the adopted budget for Fiscal Year 2002.

Water system revenue bonds are repaid from water revenues; that debt service is included in the Tucson Water budget under Other Budgetary Requirements.

Debt financing in the Golf Utility is repaid from golf revenues; that debt service is included in the Tucson City Golf budget under Debt Service.

Debt Management Policy (Continued)

Summaries of the city's legal debt margin, direct and overlapping debt, current bond ratings, and debt ratios over a ten-year period are provided in the following tables.

LEGAL DEBT MARGIN			
June 30, 2001			
(unaudited)			
(\$000s)			
		General Obligation Bonds	
		Other Purpose	Utility Purpose and Open Spaces
		6%	20%
<hr/>			
Assessed Valuation - \$2,048,621			
Debt Limitation		\$ 122,917	\$ 409,724
Total Bonded Debt	\$ 654,032		
Less Bonds Excluded from Limitation:			
Street and Highway	146,840		
Water Utility Revenue Bonds	278,562		
Special Assessment Bonds	4,171		
Public Housing Bonds	890		
	<hr/>		
Debt Subject to Limitation	\$ 223,569	\$ 69,323	\$ 154,246
Legal Debt Margin		\$ 53,594	\$ 255,478
		<hr/>	<hr/>
The legal debt margin is calculated in conformity with Article 9, Section 8, Constitution of Arizona. The amount of general obligation bonded debt which may be issued and outstanding is limited to a fixed percent of assessed valuation which is set at 20% for utility purpose and open space, and 6% for other purposes.			

Debt Management Policy (Continued)

DIRECT AND OVERLAPPING DEBT FOR FISCAL YEAR 2001				
	Amount (\$000s)	Ratio of Debt to Assessed Value Market Value		Debt per Capita
Net Direct Bonded Debt	\$ 222,360	10.85%	1.37%	\$ 446.23
Estimated Overlapping Debt	521,337	25.45%	3.23%	1,046.22
Total	<u>\$ 743,697</u>	<u>36.30%</u>	<u>4.60%</u>	<u>\$ 1,492.45</u>
The city's current bond ratings are as follows:				
Type of Bond		Moody's	Standard & Poors	
General Obligation Bonds		Aa2	AA	
Street and Highway Bonds:				
Senior Lien		Aa3	A+	
Junior Lien		A1	A	
Water Revenue Bonds		Aa3	A+	

**RATIO OF NET GENERAL BONDED DEBT TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA
LAST TEN FISCAL YEARS
(as of June 30, 2001)**

	FISCAL YEAR									
	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
Population	421,000	428,000	438,000	448,000	449,000	459,000	466,538	476,406	486,810	498,307
Assessed Value (\$000s)	1,512,501	1,498,304	1,486,797	1,546,772	1,568,514	1,598,796	1,818,909	1,875,875	1,945,168	2,048,621
Gross Bonded Debt (\$000s)	123,160	131,622	151,724	173,559	194,854	201,534	209,159	217,274	211,169	223,569
Less Debt Service Funds (\$000s)	-0-	863	2,199	4,476	5,056	5,517	4,012	1,586	315	1,209
Net Bonded Debt (\$000s)	123,160	130,759	149,525	169,083	189,798	196,017	205,147	215,688	210,854	222,360
Ratio of Net Bonded Debt to Assessed Value	8.1%	8.7%	10.1%	10.9%	12.1%	12.3%	11.3%	11.5%	10.8%	10.9%
Net Bonded Debt Per Capita (\$)	292.54	305.51	341.38	377.42	422.71	427.05	439.72	452.73	433.13	446.23

NON-DEPARTMENTAL

CONTINGENCY FUND

The Contingency Fund supports funding requests made by individuals or organizations that meet specific policy guidelines and have been approved by Mayor and Council.

	Actual FY 2001	Adopted FY 2002	Estimated* FY 2002	Adopted FY 2003	Approved FY 2004
FINANCIAL SUMMARY					
Contingency Fund	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000
Program Total	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000
CHARACTER OF EXPENDITURES					
Other	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000
Program Total	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000
SOURCE OF FUNDS					
General Fund	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000
Program Total	\$ -0-	\$ 175,000	\$ -0-	\$ 200,910	\$ 175,000

*When Mayor and Council approves a contingency fund allocation, the funds are transferred to a General Expense organization for disbursement.

SIGNIFICANT CHANGES:

Fiscal Year 2003

The adopted budget for Fiscal Year 2003 of \$200,910 reflects an increase of \$25,910 carried forward from Fiscal Year 2002.

Fiscal Year 2004

The budget for Fiscal Year 2004 is reduced to the base funding level of \$175,000.

Contingency Fund (Continued)**Fiscal Year 2002 Contingency Fund Transfers Approved by Mayor and Council**

October 8, 2001	Southern Arizona Domestic Violence Awareness	\$ 3,000
October 8, 2001	Art Aid for America	1,000
October 22, 2001	YWCA "It's Time to Talk" Youth Forum	5,005
November 19, 2001	Tucson Village Campus	1,250
November 26, 2001	San Ignacio Yaqui Council, Inc.	8,000
January 14, 2002	Community Transportation of Southern Arizona	15,000
January 14, 2002	USS Tucson 770 Club	7,700
January 14, 2002	Festival of Hope	5,000
January 14, 2002	Operation Safe Tucson	1,011
January 14, 2002	2001 Tucson Resiliency Conference	1,210
February 11, 2002	Information and Referral Services, Inc. Imagine Project	1,000
February 25, 2002	International Women's Day	2,000
February 25, 2002	Dia-V Project	2,500
March 4, 2002	League of United Latin American Citizens	6,000
March 18, 2002	Afrizona Celebration	6,200
March 18, 2002	Tucson Unified School District Hispanic Student Recognition Program	9,000
March 25, 2002	Voices, Inc.	2,000
April 1, 2002	BridgeBuilders 03 Peace Celebration	6,525
April 1, 2002	People Helping Kids	1,750
April 8, 2002	Community Health Fair	1,000
April 8, 2002	City Median Beautification	12,000
April 15, 2002	Christmas in April	3,000
April 22, 2002	Tucson Rodeo Parade	1,214
April 22, 2002	ARTWORKS Academy	10,000
May 6, 2002	Pima Council on Aging	1,500
May 6, 2002	People Helping Kids	500
May 13, 2002	Camp Fire, USA	250
May 20, 2002	Eastern District Women's Department	250
May 20, 2002	JobPath	13,000
June 6, 2002	Tucson Downtown Alliance	1,761
June 10, 2002	Summer Youth Employment	450
June 10, 2002	Arizona National Guard Youth Leadership Retreat	500
June 17, 2002	Dream Builders Community Ministry	3,648
June 24, 2002	Southern Arizona Center Against Sexual Assault	11,160
June 24, 2002	Menlo Park Marquee Sign	3,500
Sub-Total of Contingency Fund Transfers as of June 30, 2002		\$ 148,884
Remaining Contingency Fund Balance		26,116
Program Total		\$ 175,000

Rio Nuevo

TRANSPORTATION



DOWNTOWN



GROWTH



GOOD
GOVERNMENT

ECONOMIC DEVELOPMENT



NEIGHBORHOODS



RIO NUEVO PROJECT

FOR INFORMATION PURPOSES. THIS IS NOT PART OF THE CITY OF TUCSON BUDGET.

MISSION STATEMENT: To create a vital city heart that expresses and nurtures Tucson's unique natural landscape, cultural heritage, rich history, and community values.

OVERVIEW

The Rio Nuevo Multipurpose Facilities District was formed in November 1999 with voter authorization in order to fund the process of recreating Tucson's birthplace, restoring historic buildings and existing museums, and stimulating new private investment in Tucson's downtown area. The Rio Nuevo Project will create a solid foundation in which both residents and visitors can experience the cultural riches of our community's heritage. Its residential and commercial development opportunities will re-create a vibrant core of new life in the heart and future of Tucson.

Capital investment financing for the Rio Nuevo Project is made up of the incremental portion of state sales tax revenues to be generated within the district's geographical boundaries, city funding equaling a match of this state sales tax revenue, and private investment funding. It is currently projected that \$60 million of state sales tax will be made available to the Rio Nuevo Project and that the city match portion will provide another \$60 million. These funds will be collected over a ten-year period, projected to begin in Fiscal Year 2003. Supplemental private investment dollars over a 20-year timeframe could generate a total Rio Nuevo Project development investment of over \$750 million. The level of ultimate funding will be dependent upon the amount of private investment leveraged over time by the District's \$120 million of public investment..

An intergovernmental agreement between the City of Tucson and the District established that the city manager is the executive director of the district, the finance director is the treasurer, and that city staff provides administrative and operational advice and assistance. The District's Board of Directors adopts its annual budget in June of each year.

HIGHLIGHTS

During Fiscal Year 2002, the Rio Nuevo Multipurpose Facilities District acquired the Tucson Convention Center (TCC) and its parking facility through a lease payment financing. This fulfilled the Arizona statute requirement that a multipurpose facilities district must include a primary component that is used to accommodate sporting events and entertainment, cultural, civic, meeting, trade show, or convention events or activities. The acquisition and improvements to the TCC ensure that the District can receive the state sales tax increment for use in funding certain aspects of the Rio Nuevo Project. The City of Tucson will make sublease payments to the District as rental for continued use and occupancy of the TCC.

City staff working on the Rio Nuevo Project, in conjunction with the Progressive Urban Management Associates consulting firm, held a Downtown Tucson Stakeholder Summit in January 2002. This summit brought together for the first time all downtown organizations for a two-day meeting to identify roles, responsibilities, and priorities for downtown revitalization and ways to improve collaboration.

RIO NUEVO PROJECT

RESOURCE SUMMARY

	Actual FY 2001	Adopted* FY 2002	Estimated FY 2002	Adopted* FY 2003	Projected* FY 2004
POSITION SUMMARY					
PERMANENT					
Rio Nuevo Project**	2.50	2.50	2.50	5.25	5.25
Total	2.50	2.50	2.50	5.25	5.25

FINANCIAL SUMMARY

Rio Nuevo Project	\$ 2,013,153	\$ 2,203,090	\$ 4,246,430	\$ 7,226,130	\$ 6,181,180
Operating Total***	2,013,153	2,203,090	4,246,430	7,226,130	6,181,180
Capital Improvements	32,547	6,555,000	1,232,840	11,781,250	13,900,000
Total	\$ 2,045,700	\$ 8,758,090	\$ 5,479,270	\$ 19,007,380	\$ 20,081,180

CHARACTER OF EXPENDITURES

Personal Services	\$ 240,730	\$ 355,090	\$ 195,500	\$ 370,000	\$ 384,800
Services	1,736,060	1,750,000	627,210	1,133,100	943,100
Commodities	33,680	60,000	16,830	72,500	72,500
Equipment	2,683	38,000	167,500	11,750	43,000
Other**	-0-	-0-	3,239,390	5,638,780	4,737,780
Operating Total***	2,013,153	2,203,090	4,246,430	7,226,130	6,181,180
Capital Improvements	32,547	6,555,000	1,232,840	11,781,250	13,900,000
Total	\$ 2,045,700	\$ 8,758,090	\$ 5,479,270	\$ 19,007,380	\$ 20,081,180

SOURCE OF FUNDS

OPERATING FUNDS					
Rio Nuevo Multipurpose District	\$ 2,013,153	\$ 2,203,090	\$ 4,246,430	\$ 7,226,130	\$ 6,181,180
Operating Funds Total	\$ 2,013,153	\$ 2,203,090	\$ 4,246,430	\$ 7,226,130	\$ 6,181,180

*The Rio Nuevo Multipurpose Facilities District Board of Directors adopts the Rio Nuevo Project budget for each fiscal year; the City of Tucson Mayor and Council do not adopt it. The Fiscal Year 2004 budget is a projection only.

**Staffing for Fiscal Years 2003 and 2004 includes 2.75 full time equivalent (FTE) City of Tucson staff positions; 2.5 FTEs may potentially be non-city staff.

***The operating total for Estimated Fiscal Year 2002, Adopted Fiscal Year 2003, and Projected Fiscal Year 2004 includes the debt service payment incurred by the Rio Nuevo Multipurpose District on the financing of the Tucson Convention Center (TCC). These payments (\$3.2 million in Fiscal Year 2002 and \$4.7 million in each of Fiscal Years 2003 and 2004) are to be offset by the revenue received by the District from the City of Tucson as lease payments for the use of the TCC.

Resource Summary (Continued)

	Actual FY 2001	Adopted* FY 2002	Estimated FY 2002	Adopted* FY 2003	Projected* FY 2004
Source of Funds (Continued)					
CAPITAL FUNDS					
Rio Nuevo Multipurpose District	\$ 32,547	\$ 6,555,000	\$ 1,232,840	\$ 11,781,250	\$ 13,900,000
Capital Funds Total	\$ 32,547	\$ 6,555,000	\$ 1,232,840	\$ 11,781,250	\$ 13,900,000
Total	\$ 2,045,700	\$ 8,758,090	\$ 5,479,270	\$ 19,007,380	\$ 20,081,180



RIO NUEVO MASTER PLAN

The Rio Nuevo Master Plan – 10-Year Development Program is a comprehensive study that unites Tucson's rich cultural past with an exciting economic future. Thirty-four projects were identified in the Master Plan as proposed development that would be funded and initiated during the next five years. Phase one consists of 11 cultural projects, 8 residential projects, 10 commercial projects, and 5 infrastructure projects. The plan identifies phase two projects for the second five years, and the long-range vision component of the plan includes the following ten years.

Projects that have been identified as being underway or in the detailed planning stages during Fiscal Years 2003 and 2004 include:

- Tucson Convention Center Box Office
- Fox Theatre Restoration
- University of Arizona Science Center
- Tucson Origins Project
- Private Sector Land Sales
- Aquarium

